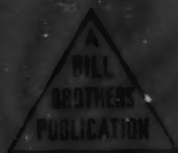


SEPTEMBER 15, 1939



TWENTY CENTS

# Sales Management

LIBRARY  
MICHIGAN STATE COLLEGE  
OF AGRICULTURE AND APPLIED SCIENCES  
\$ 19.35

- ★ "Presidential Timber" in Business: What Makes It? By J. A. Murphy
- ★ Strategy That Saved Skilsaw When the Bottom Dropped out of Its Market
- ★ An Old Product with a New Name Turns Red Ink to Dividends for Artloom
- ★ Sales Ideas and Sweat Beat Down the Summer Slump for Globe Stove & Range
- ★ Marketing Pictographs — Significant Trends — Sales Letters — Tips

THE MAGAZINE OF MODERN MARKETING

(inspired by Wilbur Fripp)

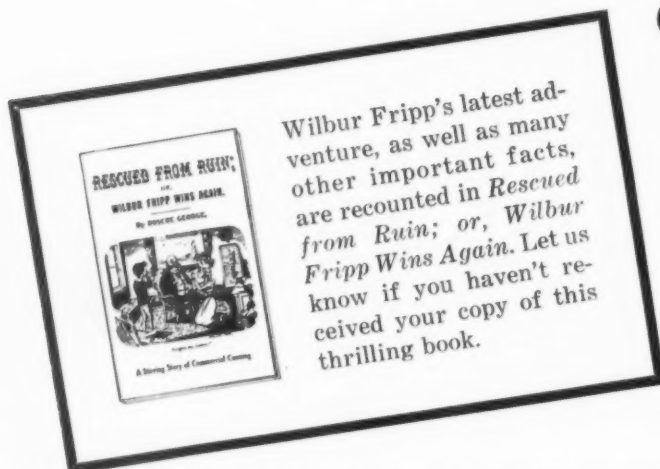
# DO YOU HAVE SPOTS BEFORE YOUR EYES?



Don't envy the robust balance sheet of your competitors in the Boston market. Win fame, success, SALES with WEEI!

Timebuyers find WEEI the ideal cure for weak distribution, low sales pressure, thin profits in New England. Like the 195 local and national spot advertisers in 1938 alone, YOU need the generous "1,240,760 family" size package NOW.

Order WEEI *without delay!*



WRITE FOR FULL PARTICULARS.

## WEEI

182 TREMONT ST., BOSTON, MASS.

Operated by the COLUMBIA BROADCASTING SYSTEM. Represented by RADIO SALES: New York, Chicago, Detroit, St. Louis, Cincinnati, Charlotte, N. C., Los Angeles, San Francisco









# You can't get away from this—

In the first  
half of 1939,  
advertisers invested  
the record sum of  
\$1,920,186.94  
in  
**THIS WEEK MAGAZINE**  
Because...

This "New Method  
of Magazine Advertising"  
covers their primary big-  
city markets as thoroughly  
as the next 4 weeklies,  
or the top 4 women's  
magazines combined.

**THIS WEEK**

*the BIG CITY magazine*



## Black (Magic) Light

There's something of a magician in Alexander Strobl. He never sawed a woman in half or pulled rabbits out of a hat, for he's not a prestidigitator by profession nor is he interested in that sort of magic. He's an inventor (of Sterno "canned heat," among other things), a kind-faced, beady-eyed little man who makes strange and weird looking things happen with luminous paint and ultra-violet, or black, light.

For 15 years Mr. Strobl, who came to this country in 1919 as a graduate in chemical engineering from the University of Budapest, has been experimenting with luminous paints which, now in their perfected form, he calls "Stroblite." These paints, including inks, liquids, pastes, and make-up for theatrical use, are fluorescent and phosphorescent colors (and not radium, as many people believe) that change and glow under ultra-violet light producing spectacular, and often startling, effects.

Stroblite has been used for many years to create unusual stage effects in such theatres as the Radio City Music Hall and the Metropolitan Opera House, and by such wizards of the theatrical spectacle as Roxy, Ziegfeld, Earl Carroll, Max Gordon and Billy Rose. But it first came to the notice of advertisers as a possible display medium at the Century of Progress exposition in Chicago, where it was used by Squibb, Westinghouse, General Electric, Standard Textiles and the Electric Light and Power industry.

It took the New York World's Fair, however, with its search for the unusual in display technique, to give Stroblite its biggest opportunity. Fourteen exhibits, including part of the General Motors Futurama and the entire model of the Democracy diorama in the Perisphere, have used Stroblite. In the Futurama, roads of tomorrow, which General Motors predicts will themselves be lighted to replace glaring headlights on automobiles, are painted with Stroblite to shine in the darkness when illuminated with black light. Also painted with luminous paints are the names of cities on the huge map in the General Motors building which shows the highways of today and of the future.

Mr. Strobl's biggest job at the fair was the Perisphere exhibit. To paint the model of "Democracy" so that the Stroblite paints would be the proper color under ordinary light and under ultra-



Paint, not power stations, lights Democracy.

violet light also, Mr. Strobl had to set to work and develop 400 new color combinations. Under ordinary electric light the model seems to be painted with ordinary paints, but as night falls on the city, with the aid of ultra-violet light, windows in the houses and buildings begin to shine and there appears the night effect of an illuminated city and countryside without so much as one electric bulb being switched on "behind the scenes."

The same sort of thing was done with the Consolidated Edison Co. of New York exhibit of the City of Light, except that here a luminous paint that glows in the darkness without the aid of an ultra-violet light was used to paint the stars in the sky and underground subway cables. Lighted windows of the city are created by "behind the scene" electric bulbs.

In both the House of Magic and Steinmetz Hall of the General Electric building Stroblite has been used. In the former, walls are invisibly painted with Stroblite and give off weird, luminous shapes when the room is lighted only with ultra-violet. In Steinmetz Hall, where G-E puts on its exhibit of man-made lightning, Stroblite-treated electrodes are visible in the darkness to show the audience where the lightning will strike.

Other Stroblite exhibits include one in the Borden building in which lettering on a display panel changes alternately, Ward's exhibit of fluorescent minerals in which labels are written with Stroblite ultra-violet ink, Billy Rose's aquacade swimmers with Stroblite treated bathing caps that glisten in the water, Stroblite signs in the micro-projection room of the Westinghouse exhibit, the New York State Power Companies' display in which power lines in a model of power distribution throughout the state are treated with Stroblite, the U.S.S.R. Arctic exhibit, the Iceland Pavilion, a department store show window on the Avenue of Tomorrow in the Electric Utilities building, and Dr. Beebe's exhibit of imitation fish painted with Stroblite to simulate deep sea luminous fishes.

This Christmas Mr. Strobl hopes to see a dream of 15 years come true: Christmas trees "lighted" with Stroblite painted balls.

## It Pays to Pamper Sportsmen

Customers of New York's swank sporting goods store, Abercrombie & Fitch, are likely to be a jaded, world-weary lot, who have been everywhere, seen everything, and tried every gadget or refinement of equipment designed for the sports that interest them. They might represent a saturated market for A & F's wares, were it not for the fact that the store encourages them to let their fancy roam in thinking up new refinements, which, by some hocus-pocus, the store usually manages to provide.

The store's most enthusiastic exponent of this policy is probably Albert Vanderkogel, of the Athletics Department, known as Van to his patrons and fellow-salesmen. For the sake of exacting customers, he is always on the lookout for new and better equipment for goggle-fishing, hunting with bow and arrow, or for raw materials for hobbyists who indulge themselves in making their own sports equipment. He likes nothing better than designing a product to meet a sportsman's individual requirements; if it seems to him that it has merit enough to warrant a wider sale, he tries to induce a manufacturer to turn it out in quantities. If he fails, he has an A & F handy man produce a supply sufficient to fill the store's needs. Some of the ideas he has picked up from customers have been generally adopted by manufacturers serving the sports represented.

Formerly an automobile salesman, Van applied for a job at A & F about two years ago. He had always liked the store, he knew he could sell, and he wanted to sell sports equipment. He had been interested in active sports ever since he could remember, having played football, tennis, lacrosse; and engaged in speed skating, skiing, water polo and shooting. He got the job, starting as a Winter Sports man.

That Spring he became interested in archery, equipment for which was sold in his department. He joined three archery clubs, and now shoots in both Winter and Summer. He has a target in

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright September 15, 1939, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. September 15, 1939. Volume 45. No. 6.



# IN THIS EMERGENCY

True Story makes a statement concerning the influence of the war abroad on the effectiveness of advertising in America.

How will the forces of European war affect the advertising practices of neutral America!

War *must* rock the economic balance of even a neutral nation. The world conflict that ended twenty years ago made a new primary market out of a great segment of the American economic scale that hadn't ever before been able to buy advertised goods. It made possible the post war mass consumption that has since dictated modern advertising and merchandising practice.

**LAST WAR PRODUCED A NEW MARKET AND TRUE STORY.** It was out of the war-development of this Wage Earner buying power that True Story, in 1919, was conceived. And a voluntary circulation demand was built that has never been equalled by any other kind of publication before or since.

From the clear record of the last war, it would seem reasonable that, whatever happens, the Wage Earner families will again emerge with increased financial advantage. Thus accent on the development of present advertising practices, rather than new experiments would seem logical.

**SAME BASIC PSYCHOLOGICAL AS WELL AS ECONOMIC CONDITIONS AGAIN LIKELY.** Most important of all, perhaps, is the realization that it is characteristic of the public attitude toward war news that intense interest and a voracious appetite for even the most shocking details is a first reaction. But in the face of endless, contradictory official communiques, obvious tailoring of the news by government censors, and the infinitely recurrent words of pain and death, this interest does not necessarily sustain. In the last war, the people's reading taste surged toward magazine literature of entertainment and escape and re-establishment of the worthwhileness of homely things.

Thus while we may expect news media to retain tremendous interest throughout the period of strife however long, we may also expect that magazines performing a different

function will become more and more important to the people of this nation worn out with news of war.

We may expect, for example, that many families will turn to story magazines and that families in the social stratum to which True Story is exclusively addressed will turn more and more to this magazine. For True Story gives them entertainment—but more important, it gives them reaffirmation of the conventional ethics of home life, of social responsibility, of national moral standards for which the Allies are avowedly fighting.

**ONLY ONE REALLY NEW PROBLEM TO BE EXAMINED.** With all of the new media available since the last war, however, advertisers must now, more than ever, weigh carefully the editorial matter to which their copy is juxtaposed. Will not an editorial background of comfort and hope and normalcy give an encouragement, more important than heretofore, to the advertiser's appeal for consumer action? Might not True Story's advertising pages, best read of those of all magazines in peace time, be expected to provide as extraordinary a sales opportunity as the circumstances that originally gave it birth?

✕ ✕ ✕

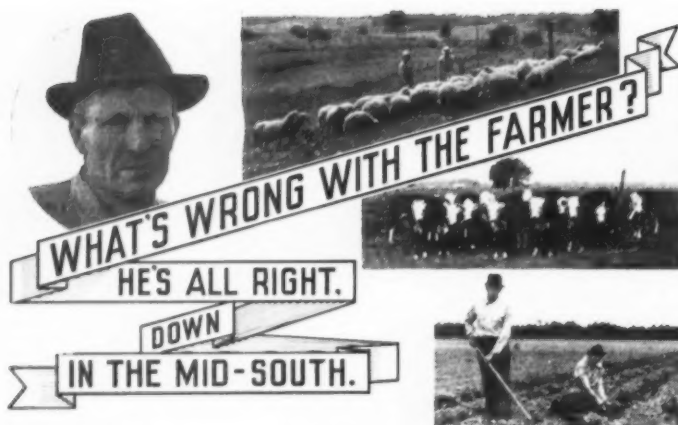
In this emergency, of this we are certain: regardless of how horrified and repelled we may be personally by the tragic events abroad, nevertheless we may draw some measure of immediate confidence from the basic financial soundness of the American major consuming market and the continued innate wholesome desire of that market for normal life and the things which have come to play so important a part thereof.

✕ ✕ ✕

*TRUE STORY MAGAZINE*

122 EAST 42nd STREET, NEW YORK CITY  
BOSTON ✕ CHICAGO ✕ SAN FRANCISCO





**F**or the first time in history the average farmer in the Mid-South territory is learning the meaning of security. And it is a confident feeling of independence instilled through a program of diversified farming. A live-at-home program. The old expression, "What's the matter with the Farmer," rings a resounding answer of — "We are all right down in the Mid-South." Naturally there is a reason for this feeling. The answer is very simple — Plant to Prosper. The Plant to Prosper theme which has been promoted for years by the Memphis Commercial Appeal encourages the farmer to desert the one-crop idea and practice diversification. Diversification is basically sound and under the leadership of The Commercial Appeal's Plant to Prosper Competition the Mid-South farmer has discovered that it pays big dividends.

When the Plant to Prosper program was instigated the competition was naturally restricted, because just a few progressive farmers became interested. The benefits these farmers gained were broadcast so extensively that practically every farmer in the section came to the conclusion — "You've got something there." How big that "something" is, is attested in the report for 1939 which reveals that more than 32,000 farmers have enrolled for this season's competition.

And with this change in living habits the Mid-South has a new market that invites the attention of every manufacturer and distributor who has goods to sell. The Mid-South farmer has money and peace of mind, which coupled together means a desire to spend for the things which are classified as the "necessities of life" as well as many of the luxuries. And this profitable new market can be reached through The Commercial Appeal. For more than 100 years The Commercial Appeal has been a Partner in Progress with the people of the Mid-South and those who do business in this territory.

The Commercial Appeal  
gives all advertisers . . .

## 2-WAY SELLING ACTION:

- 1 The Commercial Appeal sells the consumer by its established reader interest.
- 2 The Commercial Appeal sells the dealer by its vast trade paper influence.

## THE COMMERCIAL APPEAL

MEMPHIS

TENNESSEE

A Scripps-Howard Newspaper

National Representative — THE BRANHAM COMPANY  
"More Than A Newspaper — An Institution"

[ 4 ]

his garage, at which he shoots from the sidewalk at the end of the driveway. In Winter he shoots at indoor ranges; in Summer he shoots almost every evening at one of the three clubs to which he belongs. He has a missionary's zeal in helping to organize archery clubs and promote tournaments. He hobnobs with customers, takes out-of-town archers to local clubs, and delights in the international fellowship characteristic of the sport.

If, as now seems likely, goggle-fishing becomes popular in New York water, Van will be largely responsible. The sport became fashionable on the French Riviera about two years ago, and a few persons have been going in for it recently at Florida resorts. Last month Van demonstrated the art for the television camera, spearing a two-pound porgie in Long Island Sound, off Montauk.

Here's an example of the pains to which he will go to obtain proper equipment for A & F customers. Some time ago the store's optical department began sending him people who wanted goggles for underwater fishing. The only ones available were from Japan. They were made to fit the flat faces of the Japanese, but Americans who used them suffered from dual vision; when submerged, they would see two fish instead of one, and, striking in the middle, would miss. One day someone brought in a folder from an Italian manufacturer, believing Van would be interested in seeing pictures of a "submarine gun" for underwater fishing. What took his eye, however, was a pair of goggles in a gum frame. He immediately ordered a pair, and the store now keeps them in stock. They retail for \$12.

Archery fishing is also being taken up by Americans, and Van recently tried his hand at it, in response to an S.O.S. from a customer who had had an arrowhead made up, but had landed nary a fish with it. Van joined him at Montauk and shot a 220-pound sunfish. In this sport, the archer, whose line is looped to the front of the boat, has one end connected with the arrow, the other leading to a rod and reel; after shooting, he is automatically transformed to a rod-and-reel fisherman, and plays his catch in regulation fashion.

Hunting with bow and arrow has become so well-established as a sport that about one-fifth of A & F's archery supplies are sold for that purpose. Since arrows do not travel as far as bullets, and are deadly for only about 100 yards, local and state governments favor them for hunting in thickly populated sections. New York, Pennsylvania, Utah, and a few other States have set aside areas for archer-hunters.

Merchandising of archery tackle has changed considerably in recent years, and manufacturers have greatly improved the products used in the sport. Unlike most industries, this one has many small manufacturers, some of whom entered the field as hobbyists who at first made only their own tackle. Formerly the U. S. imported most of this merchandise; now practically all used in this country is of domestic origin, and A & F send quite a bit of equipment, for archery fishing and hunting especially, to overseas customers. Bows are fairly expensive, since they are hand-made; about 80% of the store's sales are in the \$6.50 to \$12 range, the rest selling at prices up to \$55, and even \$100. Arrows are now matched to within three to five grains (of weight). One manufacturer includes, with each package, a leaflet telling the weight of the arrow and the weight of the bow for which it is intended; he also tests arrows, with a shooting machine, for grouping ability. (Page Macy's Bureau of Standards!)



Ewing Galloway

Van . . . a William Tell in flannels.

SALES MANAGEMENT

**DON'T  
TRY TO SELL**

**THE RICH  
*Kentuckiana*  
MARKET**



**WITHOUT *Kentuckiana's* NEWSPAPERS**

**The Courier-Journal  
THE LOUISVILLE TIMES**

Owners and Operators

**W H A S**

50,000 Watts - 820 KC  
C. B. S. Basic Station

THE INDISPENSABLE KEY TO SALES IN  
KENTUCKY AND SOUTHERN INDIANA

Nationally Represented by THE BRANHAM COMPANY

# Sales Management

VOL. 45. NO. 6

SEPTEMBER 15, 1939

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### Notes from the Managing Editor's Desk

Our offices in the Graybar Building are a-boil. "Managing Salesmen in 1940" is rapidly being put together, and we promise you no disappointment with this year's version of our annual special issue on manpower problems. This noon our artist took over the illustrations for two excellent sales control stories... a feature article on how to run a successful sales convention will be ready for the linotype men tomorrow... photographs on the latest and best in sales tools are being selected... and every editor on the staff is conscious of the red ring about "September 25" which means closing date. To the large number of our subscribers who have cooperated by contributing to this issue from their own valuable experience, our sincere appreciation.

\* \* \*

There are three exciting stories in this issue—exciting to anyone who likes to see a good sales battle fought and won. The first is the story of the way Skilsaw fought its way back to profits after the depression practically cleaned out its market... the second reports how Artloom found a diamond in its own back yard... the third tells what happened when the Globe Stove & Range Co. finally got fed up with hearing dealers say "You can't sell stoves in the Summertime." Read all of them—and go back to your own sales problems with a new and brighter glint in your eye.

\* \* \*

SM will offer a most unusual market study in a late-Fall issue—probably December 1. It's a qualitative analysis of markets, and every editor on the staff agreed that it's a lulu. Of this, more later.

A. R. HAHN.



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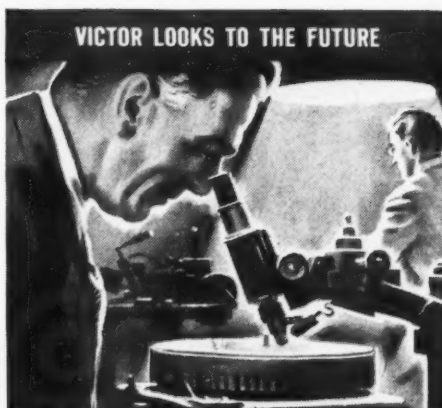
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# Again—The World's Most Valuable Dog!



RECORD BUSINESS WAS DEAD as silent movies are today. Nobody wanted records. Dealers refused to stock... RCA Victor and Lord & Thomas faced a crisis!... What to do?



FROM RADIO PRINCIPLES came amazing improvements. Thus RCA Laboratories, by electronic research, improved the quality of Victor Records and reproducing instruments.



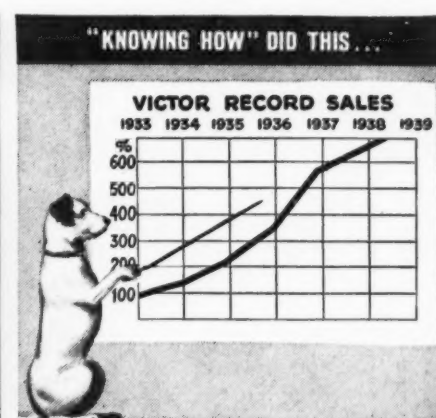
RADIO MADE THE DESIRE FOR MUSIC UNIVERSAL... an urge for keeping "on tap" the music that fits the mood. RCA Victor and Lord & Thomas were quick to take the hint.



FAR-VISIONED PLANNING was the foundation-stone for fresh, vigorous advertising—first in newspapers and point-of-sale promotion, then magazines, later by radio, now all four.



"MUSICAL MASTERPIECE OF THE MONTH" Record Albums, "Victor Record Society," RCA Victrolas, Record Players—put modern records on millions of modern record players.



WORLD'S MOST FAMOUS TRADEMARK revitalized. Sales of Victor and Bluebird Records up more than 600% over 1933. "Knowing How" by advertiser and agency is important.

## The secret is in Knowing How!

THIS STORY of a Lord & Thomas client is a fine example of the importance of *Knowing How*... in strategic planning, in sales promotion, and in advertising.

Some advertising agencies know all the rules of good advertising. Lord & Thomas pioneered many that today are considered the A-B-C's of sound,

effective advertising practice.

Today's problems call for more than knowing the rules. Since advertising in general is better than ever—YOUR advertising must be *still* better, if it's to do the job you want it to do. It's *Knowing How* to apply the rules that makes the big difference.

That's why 13\* new clients have

placed their accounts with Lord & Thomas in the past 12 months.

It's also why 24\* clients (not including above 13) placed their advertising with Lord & Thomas during the difficult years, 1930 through 1937.

And it's why 26\* clients (not included in above 37) have retained Lord & Thomas for a period of 10 to 30 years.

\*U. S. A. offices only.

## LORD & THOMAS Advertising

NEW YORK • CHICAGO • LOS ANGELES • SAN FRANCISCO • HOLLYWOOD • DAYTON • TORONTO • MONTREAL • PARIS • LONDON  
SEPTEMBER 15, 1939

[7]

# Man with Hoe...

# 1939!



**D**ON'T bother to write us that this gasoline go-devil isn't really a hoe. We present it here merely as a symbol. A symbol of how far today's good farmer stands from his horny-handed forefather in the *dimensions* of his task.

For a modern good farmer's investment in plant and equipment is something that would send the average urban small business man screaming for help. And still this country business man spends, according to the Department of Agriculture, *some 30% more* for consumer goods than he does for farm goods. In

Ohio, for instance, it has been found that rural people spent \$30,000,000 in one year just for food products.

This helps make clear how some 40 cents of every dollar spent at retail is dipped from *country* people's pockets . . . how almost a half of all the business there is to get is business that you *don't* get with big-city advertising.

So next time you make a budget, have a care. If you'd like your advertising hopes to face the market facts, make your bid for the cream of country



business along with the city cream . . . before you dip below cream-line in any part.

See that Country Gentleman is well up on your list of magazines. For here is the cream of country buying, handed you in a silver pitcher!

Country Gentleman reaches 2 million families each month. Families attested by their own local dealers to be best-buying families in their localities. Families reading the magazine that talks of *livelihood* to them . . . and talks with so much power that no idea backed by its pages has ever failed to get action!



SEPTEMBER 15, 1939

[9]



*Eye Sure*

**GLAMOUR**

**DRAMA**



Pulse-quickenning charm  
and eye appeal.

**ZIP**



**WAKE UP YOUR  
LIVER BILE—**  
And You'll Jump  
Out of Bed in  
the Morning  
Rarin' to go

Take  
**CARTER'S LITTLE LIVER PILLS**

Rip-roarin' sales punch  
and power



**IMPROVED!**  
*lasts 6 times longer*

Dramatization that shouts  
"Quality at a price"

**E**XAMPLES of the creative ingenuity  
available to you at FORBES—Teamed with  
craftsmanship and knowledge of mar-  
kets and buying habits—to provide just  
the right approach at just the right time.

**FORBES**



**LITHOGRAPH CO.**

P. O. BOX 513 • BOSTON

NEW YORK

CHICAGO

CLEVELAND

ROCHESTER

DETROIT




## how to quench a thirst for profits

Profits, as every alert sales-minded advertising man knows, come biggest where volume sales come quickest. Our Market Research Department can show you with facts where that is in New York City.

Take carbonated beverages, for instance—ginger ales, club sodas, lime and lemon rickeys, colas, flavored drinks, practically everything that fizzes when you pour it. 44 per cent of this business in New York City is done by only 14 per cent of the grocery stores—the 14 per cent that serve the 17 per cent of the families classified as "above-average income." 1000 such families buy as many bottles per week as 2990 middle-income families, as many as 4461 low-income families.\*

Soft drinks, breakfast foods, canned foods . . . it's true of practically every generally advertised product—families above the average-income line are the easiest-to-sell, most profitable volume market available. Building sales for your product in this market is easy . . . as easy as advertising in The New York Times. Because The New York Times concentrates your advertising where your advertising can concentrate on profitable selling.



### The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

ADVERTISING OFFICES • BOSTON • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

\*Our Market Research Department has similar facts on 35 other grocery and drug store products. Ask for the study that most interests you.

**M**OST ardent fans of any publication are its publishers. Just as you'd expect, it's the same with The Elks Magazine. But with this important difference.

*Our* publishers are the 490,269 men who do not only read this magazine every month, but own it as well.

Keeping pace with their demands and interests (which we know so intimately) calls for a wide-awake, lively editorial job—steady improvement in appearance—consistent buying of the work of top-flight artists and authors.

As a result of this skilled editing, The Elks Magazine is the outstanding editorial job in its field—and rates the exceptional cover-to-cover readership recorded statistically by Daniel Starch.

This solid reader-owner interest carries through to the advertising. For our readers are more consciously receptive to the advertisers in their *own* magazine. Receptive in a tangible way because they average higher incomes than most magazines. 40% have incomes over \$3,000. This big market of 490,269 men with money to spend is available at one of the lowest magazine rates—\$2.14 per thousand.



**our most ardent fans**  
**are our publishers**  
**....490,269**  
**of them!**

**Thoroughly Read by its**  
**490,269**  
**(ABC)**  
**Owners**

Higher Incomes than reached by most "high income" magazines, 28% more *Men* readers than other representative magazines measured, \$2.14 per 1,000—\$1,050 per page.

**The Economical-PLUS Market**

**THE ELKS MAGAZINE**

50 East 42nd Street New York City    360 North Michigan Ave. Chicago, Illinois



# **ANNOUNCING**

## **TWO GREAT NEW CHICAGO NEWSPAPERS**



### **CHICAGO DAILY HERALD-AMERICAN**

On Monday, August 28th, the morning Herald and Examiner and the Evening American were merged as the Chicago Herald-American, a new and greater afternoon newspaper. The Herald-American is a full-sized newspaper, combining the best features of each of the merged publications. It offers greater value to readers. It offers greater value to advertisers.



### **CHICAGO SUNDAY HERALD-AMERICAN**

The Sunday Herald-American carries the major features of the Daily Herald-American in addition to all the features of the discontinued Chicago Sunday Herald and Examiner. The Sunday Herald-American is a bigger, better, brighter newspaper. It gives more value to readers . . . and advertisers.

#### **NATIONAL ADVERTISING REPRESENTATIVES: RODNEY E. BOONE ORGANIZATION**

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Boston  
Los Angeles

Philadelphia  
Seattle

# FARM JOURNAL AND Farmer's Wife



# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending September 15, 1939:

## Will War Help Business?

IT IS NOT EASY to write that America is almost sure to have increased prosperity because millions are fighting—and dying—in Europe. When the New York Stock market opened Tuesday, September 6, with terrific over-holiday gains, and closed some ten points up, many of us felt a state of conscience. We were profiting from bloodshed over there.

But if we are rooting for the Democracies we can't help them by not allowing them to buy the food-stuffs, minerals, textiles, and manufactured products they want and need for their civilian and fighting forces—and if we do sell them we shall be more prosperous.



A realistic appraisal of the situation indicates that the country is more likely to benefit quickly from war demands than was true of 1914.

Twenty-five years ago we were not prepared for an emergency situation. We were a debtor nation. Foreign holdings of our securities were far greater proportionally than they are today. Our government officials had no war experience. We had no stabilization fund. The law setting up a Federal Reserve System had just been passed. It was here, and elsewhere, a *laissez faire* system. There was little that Washington could do to help or control our security or commodity markets.



This time the European powers were not caught napping. As a result of periodic scares and crises they are prepared. They have established huge credits here. Foreign-owned securities are not being dumped. Undoubtedly they will be used as collateral or fed out on a rising market. In 1914 business had been on the downgrade for a full year. The crisis gave it another shove. Today war started on a rising business curve.

Our own government not only is armed with controls to cushion sudden shocks, but it is headed by men who have had experience in a big war.



We mention these differences between 1914 and 1939 before citing anything which happened to business when war started twenty-five years ago, to emphasize our belief that the *benefits* we shared then will come to us more quickly this time and that the business hesitation and fear will be markedly less.

## How Was Business in 1914?

THERE WAS PANIC here when war started. The Stock Exchange closed on the first of August and stayed closed until December 12. On July 31 the Standard Statistics industrial average was 40.13; when the Exchange reopened the average was 38.32. Prices showed little change for nearly three months, and then began an advance which by the end of 1916 had doubled the industrial averages.

SEPTEMBER 15, 1939

The Standard Statistics index of Production and Trade shows the downtrend which preceded the 1914 war, and the subsequent upturn:

September, 1913.....	104
July, 1914.....	90
December, 1914.....	83
July, 1915.....	95
December, 1915.....	111
July, 1916.....	112
December, 1916.....	118
July, 1917.....	125

Today the situation is quite different. In the last six months we have *gained* more than we had *lost* in the year preceding August, 1914.



Wholesale Commodity Prices during the early stages of the World War showed a trend similar to Production and Trade. Index figures of the Babson organization show these fluctuations:

September, 1913.....	113
July, 1914.....	105
December, 1914.....	96
July, 1915.....	105
December, 1915.....	129
July, 1916.....	155
December, 1916.....	180
July, 1917.....	232

## Marketing Aggressiveness in 1914

ABOUT THE ONLY RECORD which measures the aggressiveness of marketers during the 1914-1917 period is the record of advertising in newspapers and magazines. They show a slight hesitation—and then a rapid forward climb as a combined result of prosperity and the fact that American companies lost their biggest export markets and had to fight harder to make that up through greater U. S. A. sales. Using 1913 figures as the base, 100, the advertising *linage* record is as shown in the tabulation on the following page:





	Newspapers	Weeklies	Women's	General
1913	100.0	100.0	100.0	100.0
1914	103.6	92.5	98.0	93.2
1915	104.6	105.6	86.5	87.5
1916	117.4	133.7	110.2	101.4
1917	120.4	153.4	118.7	101.2

The wise advertisers took out contracts for as far ahead as publishers would allow, for rate increases were common, brought about both by increased circulations and higher paper and labor costs. *Expenditures* in 36 leading general and farm magazines increased 2% in 1915 over 1914. Using the latter year as the base, increases for other years were: 1916, 46%; 1917, 89%; 1918, 122%.

As to results which advertisers secured: The declaration of war checked consumer sales for less than one month, after which consumer demand became better than ever.

Data on the net earnings of 10 business papers in diversified fields as reported in *Editor & Publisher*, show that earnings in 1917 had jumped 100% over 1911, and increased another 20% in 1918.

A principal magazine in the iron and steel field reports to SM that its average number of pages of advertising per issue before and during the first World War ran thus: 1913, 200 pages; 1914, 198 pages; 1915, 198 pages; 1916, 243 pages; 1917, 318 pages; 1918, 406 pages.

A leading magazine covering the machinery and machine tool field showed the war stimulation of advertising by moving from 8,650 pages of advertising for the year 1914 to 8,479 in 1915, 10,428 in 1916, 13,353 in 1917 and 16,501 pages in 1918.

The advertising volume of a magazine in the chemical and metallurgical field showed these totals of advertising pages: 1913, 885 pages; 1914, 889 pages; 1915, 1,157 pages (with a change from monthly to semi-monthly in September, 1915); 1916, 2,297 pages; 1917, 3,807 pages; 1918, 4,000 pages. This illustrates the fact that magazines in this industrial field ran about "level" in the early war years, but soon started a rise in business volume which mounted high after the United States entered the war.



Judging by scattered reports coming in during the last few days, there is no sign of panic among national advertisers today. They are, perhaps, taking a cue from rising security and commodity markets, and from such signs as those which follow.

## Where Is Business Today?

AS AGAINST THE DOWNTREND which had prevailed for a year prior to the first World War, our impetus today is forward, as may be seen from a study of almost any index. Profits of industrial corporations for the first half were *double* last year's; farm income, despite lowered prices, has been even with a year ago (higher commodity prices will make the farm field a sales bonanza); July witnessed a near-record gain in industrial employment, and the trend continued in August.

Here are payroll index figures in a group of leading industries for July as compared with a year ago. The base, 100, is the average for 1923-1925.

	Payrolls	
	July, 1938	July, 1939
Iron and Steel	57.4	77.2
Hardware	48.3	69.6
Machine Tools	94.2	153.6
Machinery	72.7	94.6
Agricultural Implements	98.6	114.6
Electrical Machinery	64.1	87.2

## Payrolls

	July, 1938	July, 1939
Engines and Turbines	85.9	112.4
Radios and Phonographs	72.4	101.8
Typewriters	91.5	114.9
Aircraft	736.5	1,328.3
Automobiles	47.4	70.8
Shipbuilding	99.9	128.6
Furniture	51.3	64.7
Textiles, all	66.6	77.5
Wearing Apparel	66.0	78.7
Food	128.5	130.0
Tobacco	57.1	59.8
Paper and Printing	95.9	101.0
Chemicals	111.1	118.6
Rubber Products	64.1	82.8



From a study of past and present records, plus an earnest attempt to assay business and consumer psychology, SM goes on record as believing that the upturn will continue, probably with minor interruptions, well into 1940.



## Through War's Emergencies— Keep Your Brands Alive

Whether or not the United States becomes directly involved in the European war, thousands of our businesses already have become affected by it. Needs for making the nation self-dependent and prepared have begun to change our economic direction and tempo. There seems little doubt that we will prosper if we do not become involved—but if we do, then what?

Some businesses, concerned with producing and distributing "basic" products, lately have had large increases in volume. Should this nation enter the war, their entire output, and even their plants, might be taken over by the Government.

Others, concerned with "luxuries," might find much of their market taken away by the drastic personal self-denial imposed by war.

Some companies in such groups, and in all the groups between, may find no "need" for advertising, because there would be no immediate profit in it.

But these companies should realize that there is *always* need for advertising. If they hope to hold the gains which advertising has helped them to win—if they hope to stay in business, they must keep their names and their reputations *alive*.

In its 150 years, the United States has had five "formal" wars—with a bit of shooting at Indians, gangsters and strike-breakers between. Even so, it might be said that we have spent at least 90% of our national life at peace. The five wars consumed only about 11¼ of our 150 years.

War has been our exception, peace our rule.

We may reasonably expect, before long, more peace, and more "normality."

Businesses, preparing today for war, should prepare also for the peace to follow. Even though their regular output or their regular markets may be altered, temporarily, they must act now to keep their brands and their good will alive.

During the World War, in 1918, William B. Colver, then chairman of the Federal Trade Commission, emphasized that "discontinuance or sharp curtailment of advertising, because of temporary war conditions would . . . imperil the most valuable asset that any business has: Good will." Mr. Colver pointed out, for example, that even if fire were to destroy Procter & Gamble's plants, the company would still be a flourishing concern if it continued to keep such brands as Ivory soap before the public.

Experienced advertisers know that, even in peace, people may forget easily. How much more easily will they forget when war, by its very nature, brings a flood of new ideas and new personal and product habits!

In 1918, many wise advertisers already were following Mr. Colver's advice. They continued to advertise, if only through institutional campaigns. They were ready to reap the harvest of peace which followed.

Wise manufacturers and retailers today will continue to advertise—some of them more consistently and persuasively than ever—to stay or to get on top in the sales race.

In war or peace, the race goes on.

SALES MANAGEMENT



Olwyler



Freeman



Hollister



Canniff

JOHN M. OLWYLER has been appointed acting president of Zonite Products Corp., New York, succeeding Robert R. Wason who has resigned from the presidency. For the past 12 years Mr. Olwyler has been vice-president in charge of sales for Zonite, more recently executive vice-president.

EARLE J. FREEMAN, associated with Kellogg Co., Battle Creek, Mich., for 25 years, has been elected vice-president of the company in charge of domestic sales. Mr. Freeman is also a member of the board of directors. His election follows closely those of W. H. Vanderploeg as executive-president and general manager, J. Ackerman Briggs as advertising manager, and E. T. Swan as sales supervisor.

CLAY H. HOLLISTER, Jr., market analyst, becomes distributors' sales consultant for Libby-Owens-Ford Glass Co., Toledo, on October 1, after resigning as assistant to the president of Fruit of the Loom, Inc., New York. A former teacher at Harvard, he has also been associated with White & Wyckoff Mfg. Co., Marshall Field & Co. and Birdseye Food Products.

ROBERT J. CANNIFF has joined Servel, Inc., Evansville, Ind., as sales promotion manager for Servel Electrolux gas refrigerators marketed in the urban field. He will assist H. S. Boyle, sales promotion manager of the company to which he comes after three years as sales promotion manager of Rudd Mfg. Co., Pittsburgh, makers of gas water heaters.

## NEWS REEL



Daniels



Hulett



Haus



Hay

H. S. DANIELS, vice-president in charge of sales of Union Bag & Paper Corp., New York, has been elected general manager of the company. He is also a member of the board of directors. Mr. Daniels started with the company as a package designer. In 1936-'37 he was president of the Paper Bag Manufacturers Institute.

GERALD HULETT, general sales manager for Electromaster, Inc., Detroit, for several years prior to 1937, has been reappointed to the post of g.s.m. He left Electromaster two years ago to join Bendix Home Appliances, Inc., South Bend, Ind., as regional manager.

HARRY HAUS, former sales manager of Northam Warren Corp., New York, manufacturers of manicure specialties and deodorants, has resigned to join George W. Luft Co., same city, cosmetic manufacturers. He will be in charge of U. S. and Canadian sales for Tangee products.

JOHN H. HAY, former manager of the Billings, Mont., sales division of Standard Oil Co. of Indiana, has been appointed vice-president in charge of sales of the new Standard Oil Co. of Nebraska. He joined Standard as a salesman in 1913. E. A. Tessier, sales promoter at Billings, has been promoted to assistant manager of the Montana organization.

*Photo of Mr. Daniels by Blank-Stoller; Mr. Hay by Tippet, Billings, Mont.*

# "Presidential Timber" in Business: What Qualities Make It?

**W**HAT should a president's training be? What experience should he have? From what department of the business should he come? Should the president be selected from inside or outside the company?

Every businessman recognizes the importance of having the right sort of employees — factory workers, office assistants, salesmen, even office boys. All of us grant that the success of any enterprise depends on how well these people fill their jobs. Despite the growth of mechanization, human personnel is still the overwhelmingly vital factor in the operation of any business. How well the personnel functions depends mainly on the capability of the chief executive officer of the company, who is usually the president. He is the shaft around which the whole organization rotates. A president can make or break a company.

In view of this, is enough attention given to the selection of presidents? We go to great pains to get competent lower employees. We make them fill out soul-revealing questionnaires, give them an I-Q test, and put them through a third degree, but too often we trust to God's munificence to give us competent presidents.

After all, a president is an employee. He should be qualified for his job, just as should a salesman or a stenographer. That he has been with the company a long time or has rendered it faithful service or that he owns a lot of stock or is in the favor of large stockholders, does not qualify him for the presidency.

What are the qualifications of a president? Outstanding executive ability! If he is an able executive he will succeed in spite of whatever deficiencies and handicaps he may have. If he has real executive ability he does not need many other qualifications. In fact, he can be devoid of every other gift; he can be illiterate and ignorant of all the refinements of life and yet be brilliantly successful if he is blessed with executive ability.

If he is a top-notch executive he will have perspective on the business as a whole. He will not be one-sided in his sympathies, too partial to any one department or activity. He will be far-sighted and possess a periscope mind, able to see what problems await him before they stick their heads over the horizon. He will be fair, tolerant,



"General Foods' business is to get sales, and Clarence Francis knows how to get them . . . Significantly, Mr. Francis — proud that he started out as a 'prune peddler'—has spent his entire business life in the food industry."

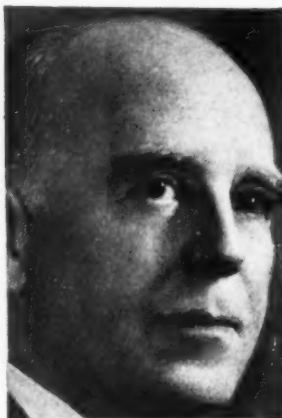
patient and diplomatic. He will have "guts" and be able to bear down hard whenever it is necessary. He will be fearless and have the courage of his convictions.

The man of presidential stature will be able to segregate the important from the unimportant. He will always use his time to the best advantage. He will surround himself with competent department heads and assistants and delegate ample authority to them. He will shun detail as if it were a plague. Yet he will be able to concentrate on a problem and pick it as dry as a bone. He will always be able to see the silver lining in the clouds. At the same time he will not permit his optimism to run away with his better judgment. He will never forget that his main job is to act as a coordinator, to sit in the control room and keep the business running smoothly in all departments.

The president need not be a specialist. He need not be an expert in manufacturing or in selling or in finance. On the contrary, if he is an expert he may be handicapped by that very fact. The one essential qualification of a president is that he have a well-balanced perspective of the entire business.

It is significant that many of the most successful presidents are not specialists; or, if they have had specialized training, they do not let it influence them too much in the discharge of their executive duties. On the other

"The Yankees are successful largely because they grow their own players. Likewise companies should raise their presidents. E. H. Little, of Colgate-Palmolive-Peet, is a home-grown chief executive."



David Sarnoff, interested in "wireless" almost from his own infancy, was the ideal head of the infant RCA. "He has remained chief executive ever since because technical development is still RCA's main concern."



hand, most of the best presidents have had long experience in the field in which they are now at the head of companies.

Lewis Brown, president of Johns-Manville, is a typical chief executive. He had valuable connections in other lines, but his principal experience has been with his present company. He is not a specialist, but he is well informed on every activity of his company. As a result, he makes an almost ideal president.

This explains why founders of businesses make such effective chief executives. They originate the product, at first they manufacture it themselves, and then go out and sell it. They have to arrange their own financing. They personally have to attend to all details. As the business succeeds, they hire others and delegate responsibility to them. The founder can perform every job in the place just as well as any specialist, and yet he never allows himself to become a specialist. To do so would be to lose sight of the main objective of the enterprise, which is to put across the idea on which the business is founded.

There are exceptions to the rule that the president should have broad ex-



SEPTEMBER 15, 1939 [17]

Photograph of  
Mr. Little by Underwood &  
Underwood; Mr. Sarnoff by Con-  
verse Studios; Mr. Avery by  
Blank-Stoller.

Other talents being equal, believes Mr. Murphy, the man best qualified to deal with the company's chief problem should be president. When General Motor's was financial, Alfred Sloan was the ideal head; when it became one of labor relations, William Knudsen was his logical successor.

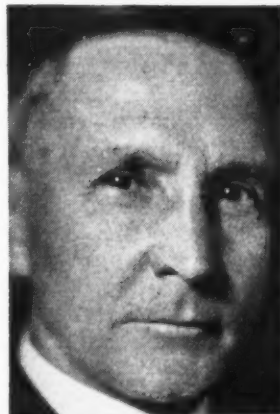


perience in the line in which they finally become top man. Some brilliant executives, like Sewell Avery or Ed Stettinius, can go from one field to another and shine in each. The trouble is that life is not long enough to permit most executives to do this. They have time to master only two or three lines at most.

Another requisite for the presidency is that the eligible candidates should have been trained for that position. Most modern organizations are so set up that the vacation of the presidential office occasions no more disturbance than is caused by the hiring of a new office boy. Everybody moves up a notch. The first vice-president becomes president. It is assumed that the vice-president has been trained to become chief executive of the company.

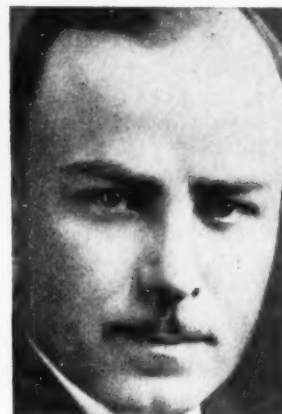
In too many cases, however, the vice-president has not been trained, and is totally unfitted for the president's job. For this reason it is often necessary for a company to recruit its president on the outside. While this may be necessary it is unfortunate that it has to be done. Sometimes the outside president makes good immediately, but more often it takes several years to give him that grounding in the fundamentals of a business which a president should have to make him a success in his position. Thus valuable time is lost and often the company loses its place in the industry before the new president wins his spurs.

Montgomery Ward's Sewell Avery: "Some brilliant executives . . . can go from one field to another and shine in each."



Rexair, Inc.'s, Col. T. Russ Hill is "a fine example of the sales manager-president. He furnishes his company with a type of inspirational leadership that brooks no opposition."

Johns-Manville's Lewis Brown: "Broad understanding of every activity of his company makes him an almost ideal president."



### Formula for selecting a company president:

1. He must have outstanding executive ability.
2. He should have had broad experience in the line of business he is to head.
3. He must have been in training for the presidency.
4. He should be selected because of his special ability to deal with the company's main long-range problem.

BY JOHN ALLEN MURPHY

This would not have happened if the vice-president had been trained to succeed his chief. However, just being a vice-president is not sufficient training for the higher job. The trouble is that, too often, vice-presidents are not properly selected. If it is intended that some day they will become presidents they should not be made vice-presidents unless they are of presidential caliber.

It is true that many organizations appoint vice-presidents without any thought of ever elevating them to the presidency. The vice-presidents are given to understand that they will never go any higher. But this is not the best organization practice. In the average concern all vice-presidents should be in training for the presidency, and in large corporations where there are many vice-presidents three or four of them should be prepared to go higher.

Which of these men should be elected to the presidency, in case that office becomes vacant? That all depends on the problems facing the company at the time. A typical set-up is to have an executive vice-president, a

vice-president in charge of sales, a vice-president in charge of production and a vice-president in charge of finance, office, accounts, etc. This latter function is often performed by a treasurer. In such cases, the treasurer should be eligible for the presidency.

Of these four men, the one best qualified to cope with the company's chief problem or need should be made president. If there is a lot of re-financing ahead or a big expansion program is under way, which has to be financed, perhaps the president's job should go to the financial vice-president or treasurer. This is why railroads have had so many financial-presidents.

Alfred Sloan, of General Motors, is primarily a financial man. He is adept in dealing with banks and stockholders. He was the ideal man for the presidency of G. M. during the years when the corporation was engaged in its gigantic expansion program. Because of Mr. Sloan's genius, G. M. has one of the soundest physical business set-ups existing anywhere in the world.

But General Motor's chief problem

is no longer financial. It is labor relations. This made it necessary for the company to have a different kind of president. Mr. Sloan is not temperamentally able to deal with labor. Fortunately, G. M. had in Vice-President Knudsen a man who by experience and viewpoint is qualified to negotiate with labor. He started as a laborer. Though a well-balanced executive, he is sympathetic toward the production side of business. He has the confidence of the production personnel. Thus he was the obvious man to succeed Mr. Sloan.

A few years ago the Brooklyn Borough Gas Co. had to appoint a president. The job went to Miss Mary Dillon. She had been with the company for a long time, rising from one position to another, and really had been in training for the president's berth. A gas company has two markets—the home and industry. The directors of the Brooklyn Gas Co. wisely saw that their chief problem was to interpret accurately the viewpoint of their customers. Who would be better able to do this than a woman? Since the company had among their executives a woman who had all the qualifications for a president, she was elected to the post.

#### Housekeeper for Business

And how well Miss Dillon has justified that choice! Her administration has been conspicuously successful. For one thing, she has always proved to be a forehanded housekeeper, with pantry shelves well stocked and all problems well anticipated. She is the only woman president of a major utility in the United States and during the recent coal strike the Brooklyn Borough Gas Co. was almost the only big utility that had adequate reserves of coal.

It is because of this principle that lawyers are often made presidents at the time the main problem of the company is of a legal nature. It is assumed that a legally trained man is best fitted to head the organization and to steer it through its legal difficulties.

In many cases a new company faces technical and organization problems principally. When the Radio Corp. of America started out as a swaddling infant, David Sarnoff, who had been interested in "wireless" almost since his own infancy, was the ideal head for the business. In fact Mr. Sarnoff, was the Radio Corp. He has remained chief executive of the company through all the years because technical development is still RCA's main concern.

Likewise, when Borg-Warner sprouted Norge, to make and distribute elec-

trical appliances, there was the problem first, of creating the new line, and, second, of building the distributing organization—obviously a job for a president who was an engineer. Howard Blood met these qualifications and was elected to put Norge over.

The principle that the presidential portfolio should go to the man best qualified to handle the company's chief long-range problem explains why so many sales managers have been made presidents in recent years. Sales on profitable volume are the most vital need of most companies. It is hard to conceive of a commercial organization that is not in business to sell something. That being true, its sales department is its most important division. Its production department is engaged only in making something that can be sold. The only job of the financial department is to finance the business so that sales can be made. The same is true of all other departments—legal, purchasing, accounting, etc. They are there only because the company is making sales.

Making sales is the major activity of every business. It is the only way a business can survive. Economies else-

where may help to make a profit, but no business can exist solely on legal, accounting, purchasing or manufacturing efficiency. In the long run its profits must come from sales.

Obvious as these statements are, they are not generally accepted. Management has got itself into the attitude of expecting its profits to come from booms. Unless there is an economic upswing, management trims its sails and waits for the return of normalcy. This is a fallacious viewpoint. Booms are exceptional conditions which prevail during only a small portion of a business lifetime. During the last 30 years, we had ten depression years, ten fair years, ten very good years.

No business can survive if it makes profits only during exceptionally favorable years. It will have more years that are only fair or just plain bad. It will have to learn how to make money, regardless of the economic situation. Management can do this if it puts proper emphasis on sales in its operation plans.

A realization of these facts is growing among the more progressive owners of business. As a result they are  
(Continued on page 61)

## Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Journals and Direct Mail]

### All Three

Procter & Gamble started it with Teel, Colgate-Palmolive-Peet followed suit with Cue, and now Pepsodent Co., Chicago, is going national with its new Pepsodent Liquid Dentifrice in bottles. Pepsodent also points out that it is the first company to put out teeth cleaners in all three forms: Paste, powder and liquid.

Consumer advertising for the Pepsodent dentifrice breaks next week, following test campaigns in six cities and surveys among "thousands of consumers" which "show that Pepsodent Liquid Dentifrice is preferred 2 to 1 over other brands." On the consumer schedule are *SEP*, *Collier's*, *Liberty* and *Life*. Announcements on the two NBC-Pepsodent shows, Bob Hope and "Mr. District Attorney," will plug the product. Advertising to the trade has been running for some weeks in business papers, via Lord & Thomas, Chicago, Pepsodent's agency.

The new Pepsodent product is a green liquid (Teel is red), sold in 10, 25 and 50-cent sizes. In introducing it to dealers, Pepsodent reminded them that it has spent two years in testing and experimenting and that its

liquid dentifrice is "the only one with the big sales advantage of a nationally-known name."

Distribution on Cue, Colgate's contribution to the liquid dentifrice field, begins this month. Advertising and promotion plans will be announced shortly.

### Cooperative Divorce

For the past two years S & W Fine Foods, Inc., San Francisco, has sponsored the sugar-coated dramatized argument against divorce, "I Want a Divorce," over nine stations of the NBC-Pacific Coast Red network. Now the show goes cooperative and national on October 8 in behalf of the Food & Beverage Broadcasters Association.

Companies sponsoring are among the largest in the food business. S & W will continue in the group which also includes Seeman Bros., New York; Sprague Warner, Chicago; Lee and Cady, Detroit; Martin L. Hall Co., Boston; General Grocer Co., St. Louis, and Morey Mercantile Co., Denver.

Emil Brisacher and Staff, San Francisco, created the program for its client, S & W, and will continue in

SALES MANAGEMENT



charge of the transcontinental broadcast. Sponsors' individual agencies will prepare territorial commercials and participate in the usual commission.

## Barrage

Hiram Walker, Inc., New York, and Sherman K. Ellis, its agency, can sit back for a breathing spell now that the Fall campaign is under way for the company's "best selling" whiskies: Ten High, Canadian Club and Signet.

Ads featuring a variety of smiling countenances illustrating the theme "Get That Ten High Smile" broke August 31 in newspapers in 226 cities and are running weekly. Insertions in color will also plug the brand in *Collier's*, *Life*, *Liberty* and *American Legion Monthly*.

Canadian Club is continuing its "In 87 lands, whiskey-wise men ask for Canadian Club" campaign. "Latest sales figures," claims H. W., "show Canadian Club outselling all imported whiskies, as well as all domestic bonded ryes and bourbons in the higher-priced brackets, in independent package stores." The campaign is running in full-color bleed pages during September, October and November in *Collier's*, *Life*, *Time*, *Cosmopolitan* and *Esquire*.

Only *Life* and *Esquire* are on the magazine schedule for Signet, which was first introduced last November. "Large lineage" ads in 21 eastern markets break September 15 plugging "Signet's basic difference from other bonded whiskies."

## Pabco Lovelies

"Our merchandise has entirely different characteristics from competitive materials, so requires a running story of its features," says Fred W. Rea, ad manager for the Pabco linoleum and floor covering division of Paraffine Companies, Inc., San Francisco. The running story will be supplied by photographing comely live models in full color room scenes and using the pictures for "strip technique" ads in Pabco's "largest in its history" Fall campaign.

Each ad will picture four or five room scenes in a home, the models being included in the scene "to take the reader through each room to see how the floor coverings have contributed to the all-over beauty of the home."

On the schedule are full page ads, via N. W. Ayer, in *SEP*, *American Home*, *Life*, *Farm Journal* and *The Farmer's Wife*. Dealer helps include "man-size" combination window and floor displays and the Pabco Scrap Book, with which "the Pabco salesman can sit down with his dealer and work

SEPTEMBER 15, 1939



## PABCO Floor Coverings

Live models in Pabco's house give you all the dope.

out a complete retail program without requiring any help from the home office advertising department." The book contains heavy permanent sheets of suggested ads and tissue paper reproductions which may be torn out and marked with dealer's local additions.

## Challenged

Nehi Corp., Columbus, Ga., took "larger than half-page" space for Royal Crown Cola in some 400 newspapers the first week in September to tell the public that the company is complimented by Coca-Cola's suit over use of the word "cola" in its brand name. Copy read in part: "So good . . . growing so fast . . . and now challenged! No greater compliment could be paid Royal Crown than the fact that a competitor has just challenged the right of Royal Crown to use the word cola."

Ads were localized by the signature, address and telephone number of the

Royal Crown considers the challenge a compliment.

Royal Crown bottler in the territory and will run thus, but in smaller space, throughout the remainder of the campaign: September through December. BBDO, New York, is the agency.

Bob Ripley, who has been airing his "Believe It or Not" show over CBS for Royal Crown since last Spring, goes off the air September 22 to return early in January of next year in behalf of the same sponsor. In the interim, Royal Crown is testing a spot program over WBAL, Baltimore, featuring Andy Kilpatrick, sports editor of the *Baltimore Sun*, in an audience participation football quiz.

## Annual Message

The 137 life insurance companies sponsoring the "Annual Message of Life Insurance," to appear the week of October 23 in some 770 newspapers, are spending 25% more than last year to tell the public about the benefits of insurance. Insertions will range from 600 to 1,000 lines, according to J. Walter Thompson, New York, agency in charge.

Copy will point out how life insurance has helped widows, orphans, oldsters and others, how the money paid out in life insurance claims last year "would have bought all the nation's bread and butter," that it was two and a half times the amount spent in U. S. national defense in 1938. Four different sets of ads have been prepared to avoid duplication in towns of more than one paper. A second ad will be placed in 338 cities.

Small reproductions of the national copy and other ads in mat form will be distributed by companies contributing to the Message for use by local associations and individual agents. Copy for insertion by local groups will announce an essay prize contest.

## Columbia Records

When Columbia Broadcasting System took over American Record Corp., Bridgeport, last Spring, it injected a potent hypodermic into the merchandising and advertising policies of a company that had been only mildly active for the past two decades. As a result, Columbia Recording Corp. is spending \$600,000 on its first newspaper advertising in 20 years, via Ward Wheelock, Philadelphia, in 23 papers in 18 cities.

Copy will emphasize Columbia Red Label 10-inch records, featuring such masters of the swing and sweet as Benny Goodman, Jack Teagarden, Kay Kyser, Matty Malnick, etc. Red Labels sell for 50 cents, a price mid-way between the 35- and 75-cent prices of popular records of Columbia's giant competitor, RCA Victor.





No theorists the Skilsaw salesmen! . . . every man on the force not only must know how to use each tool, but must speak the language of the trade. Here one of the company's salesmen is giving a group of distributor salesmen a demonstration on how to use — and sell — Skilsaw products.

## Strategy That Saved Skilsaw When the Bottom Dropped Out of Its Market

**T**HE heavy hand of adverse conditions seems to have *made* Skilsaw, Inc., of Chicago. This company, now 19 years old, went into the depression a small outfit and came out a big one. Originally manufacturing only a small power saw, it witnessed the building contracting industry—its major customer—go flat. But Skilsaw, Inc., didn't go flat. It added new products, found new markets, maintained quality and prices in the face of a cut-price era, changed its selling to a 100% distributor plan and backed up its whole operation by strong, consistent advertising in business papers to reach all of its new prospects directly and with least waste. As a result it is now doing as much business in one month as it did in the whole year 1933—and its volume curve is rising steadily.

"When a lot of businesses were worrying themselves into the jitters over politics and the future, we went ahead strictly attending to business," said Edward W. Ristau, vice-president in charge of advertising and promotion. "When others were lying low we progressed and expanded."

The Michel Electric Hand Saw Co. was founded in 1920, and, through



This Chicago manufacturer stuck strictly to business during tough times, developed new products, changed to 100% distributor selling, aimed its advertising at bullseyes only. Each year since 1932 has been progressively its biggest.



evolution, became Skilsaw, Inc., in 1924 when J. W. Sullivan became its president. The line consisted of one item, a power-driven portable circular saw made in four models. The name appears to have been a happy one. In fact, it has become so identified with the portable power saw business that rival makes are often by habit called "Skilsaws" just as so many people automatically refer to almost any mechanical refrigerator as a "Frigidaire."

When the erstwhile and much-lamented panic crashed upon a surprised nation Skilsaw had one item, the power saw, and its sales staff consisted of six men. It then had two factory branches, one in New York and one in Los Angeles.

To make a bad matter worse, 85% of its business was tied up strictly in the building contractor trade. The saws were used as a time-and-labor-saving device by contractors, and mostly by the larger ones. Then, suddenly, the contracting business curled up and died. If ever there was a manufacturing organization that seemed to be headed straight up a blind alley, it was Skilsaw, Inc.

But what happened?

Today Skilsaw has in its line nine

models of saws, 21 models of drills, five blowers, nine grinders, three belt sanders, one floor sander, three disc sanders, one hand grinder and one hedge trimmer—all electrically driven. Skilsaw has never made a "cheap" item. The price range is from \$19.50 to \$205.

Since the depression started the company has progressively occupied three plants, each larger than its predecessor. Its new model plant was built to permit future expansion which the management feels is sure to come. Its six salesmen have become 37. It has established branch offices in New York, Boston, Philadelphia, Chicago, New Orleans, Dallas, Los Angeles and Oakland. Before the year is out it will have two more—in Seattle and Atlanta.

"Each of the last seven years has been the biggest in the history of the company," said Mr. Ristau. "The first six months of 1939 showed a 70% increase over the same period of 1938. The sanders came in in 1930 and the drills in 1934. We started with six drills and they have become 21 in the face of intense competition."

### Redesigning Sales Policy

"The job was done, he explained, by revising sales methods and seeking new fields. Instead of lying down and playing dead along with the building contractors the company decided on 100% distribution through mine, mill, hardware and wood-working supply houses.

Its battle line today consists of 800 distributors, 500 of whom carry the full line. These 800 distributors have a sales force of more than 5,000 men. Company salesmen spend practically all of their time with distributor salesmen. They are tutors in selling, training and stimulating the distributors' men. They lead the way, are encouragers and inspirers, and the distributor gets his full profit on every sale no matter how the company salesman shares in closing the deal.

Building contractors have latterly come back into the field in a big way; but instead of accounting for 85% of the business, today they supply not more than one-half of it. Sales are 100% through distributors. And back of them now are 19 Skilsaw service stations which do not sell at all!

In fact, Skilsaw credits a vast amount of its growth to its distributor policy. As an organization it is sold on the idea that selling through distributors is the economical way to merchandise industrial products, and the management believes that it is the only company in its field to print its sales

policy as a part of its price sheet and on a special folder addressed to salesmen.

This sales policy, which is its law, reads, in part, as follows:

#### SKILSAW SALES POLICY

**DISTRIBUTION**—Skilsaw Portable Electric Tools are sold only through established and recognized distributors of mine, mill, hardware, electrical, woodworking, plumbing and contractor supplies. The number and type of distributors appointed in a given trading area is dependent upon potential business in the territory so as to assure a satisfactory dollar volume and stock turnover for all.

**DISCOUNTS**—The distributor who maintains a representative stock of Skilsaw Tools receives our maximum discount of 30% applying to most Skilsaw units. A non-stocking distributor is obliged to purchase from the stocking distributor at the established pick-up discount of 15% applying to most Skilsaw units. If no stocking distributor exists in the territory, the non-stocking distributor receives only the non-stock discount on direct factory purchases.

**RESALE PRICES**—Skilsaw Portable Electric Tools should be sold to consumers at suggested net prices which are clearly shown in our general catalog and in literature furnished to you for distribution to consumer users. We do not seek agreement with our distributors regarding the foregoing phases of our sales policy, nor would we accept any. It is legal, however, for us to suggest resale prices and to reserve the right to recognize only those distributors who respect our sales policy.

(EDITOR'S NOTE: Other paragraphs cover New Tool Development, Manufacturing Principles, Sales Promotion, Advertising.)

Skilsaw has been a steady and consistent user of business papers in the various fields it has attacked. It has always used dominant space, usually full pages and double-page spreads,



Based on an interview with  
**EDWARD W. RISTAU**  
Vice-President in Charge of  
Advertising and Promotion,  
Skilsaw, Inc.,  
Chicago

and often in color. Its 1939 program includes these papers:

*American Artisan, American Builder, American Lumberman, American School Board Journal, Building Supply News, Concrete, Construction Methods & Equipment, Cosgrove's Magazine, Factory Management & Maintenance, Hitchcock's Machine Tool Blue Book, Industrial Arts and Vocational Training, Industry & Welding, Invention Magazine, Machinery, Mill & Factory, Modern Machine Shop, Nation's Schools, Practical Builder, Products Finishing, School Executive, Southwest Builder and Contractor, Western Construction News, Wood-Worker and Wood-Working Machinery.*

Its liberal purchase of space in educational publications is based not only on the fact that schools have become worthwhile buyers of better and more scientific equipment, and so are a market, but also on its belief in catching potential future users young and training them to employ Skilsaw products. It is looking forward to the long pull—the day when students will be both buyers and users.

### Small Budget, Big Results

Skilsaw has never used the big, national advertising media. It has always worked on a limited advertising and sales budget. While it ties advertising and sales closely together, its advertising media are not selected on a cost-per-reply basis. It does figure that in following its plan of favoring business papers it is not purchasing a large waste circulation. The account has been in the hands of Earle Ludgin, Inc., steadily for ten years.

All direct inquiries are referred to the nearest local distributor or to the company's resident salesman in the field for follow-ups. The follow-up includes three letters. If from a builder or contractor, the first letter carries a bright yellow-and-black standard Eagle carpenter's pencil. On each is printed:

*"Cut sawing costs and make more money with Skilsaw."*

As such pencils are in steady use they become constant reminders. This is the only type of reminder advertising employed.

Skilsaw does practically no direct mail advertising under its own name. It considers this the distributor's responsibility. But to aid and encourage the distributor it supplies handsomely illustrated direct mail pieces, usually in color, on which are imprinted the distributor's name and address. The distributor is frankly informed that he will get more and better sales if he





Army with Banners: Skilsaw has invaded and captured one industrial field after another by the use of dominant advertising space in the business publications edited specifically for that field. To tell its distributors about the forces arrayed for the 1939 campaign the company used this copy, with graphic illustration of the extent to which business papers are backing its other selling efforts.

mails these liberally to his own selected list. He's told that the job is expected of him.

Because not all dealers carry the full line separate booklets and mailing pieces are devoted exclusively to such items as portable saws, belt sanders, drills, etc. Complete line catalogs, 8½ x 11 inches, are also available.

The management carries on a consistent campaign to convince the distributors that this type of advertising will pay them well. Sometimes case results are cited. Some time ago a blanket notice was sent to all distributors which told how one dealer (and evidence was given in the form of a facsimile letter reporting the matter) sent out 2,500 direct mail pieces to his prospect list and got back 90 replies. These 90, when solicited by salesmen, gave up \$1,440 in business at a mailing cost of only \$80!

Skilsaw also, in spirit of cooperation, keeps its finger on the business pulse and watches trends. It is quick to pass on any knowledge gained to its distributors. When small house construction recently began to perk up to a point where it became an important activity in the construction field the information was widely bulletined and distributors were supplied with a handsome booklet entitled:

"How to Cut Costs on Small Houses."

The booklet was built up largely around an article which had been printed in the *American Builder*,

which told in detail how one contractor had been keeping costs down in small home construction through the use of modern efficiency equipment which included Skilsaws.

In the booklet was a double-page spread illustrated with thumbnail sketches which mapped ten distinct operations in building one small house whereby costs could be cut by the use of Skilsaw tools. The small house field, it might be said at this point, is almost a virgin territory as only recently have power tools begun to invade it.

SALES MANAGEMENT was not given any direct figures but the reporter has reason to believe that \$50,000 would cover the company's advertising budget for any single year of its existence. This much, however, he does know—the budget for 1939, with a vastly increased line of tools, does not materially exceed the 1929 budget when Skilsaw was producing only one item, the saw. This result has been attained only by shooting directly at specified fields through certain carefully selected media and strict supervision over all auxiliary materials employed.

One of the most telling devices used in sales solicitation in the power tool field is one originated by Skilsaw and to date probably used exclusively by it. Each Skilsaw representative carries a cut-away saw and drill neatly packaged in an attractive case. Equipment consists of a rheostat and extension cord which may be plugged into any light socket.

Through use of the rheostat the exposed inner movements of the parts are slowed down in action so that the prospect may see the gears and other parts in motion and follow their action. The customer can see how the gears are machined to mesh properly, how the ball bearings work, the strength and quality of concealed parts.

The salesman can say, convincingly, "We're proud of what we put into these machines. We've nothing to be ashamed of; nothing to conceal."

The company also consistently exhibits at all national trade shows in its various fields. It usually mounts equipment at these and has its salesmen give working demonstrations. Sometimes similar demonstrations are given on the sales floors or in the display windows of its distributors. This is especially done whenever there is a trade meeting or convention in the city or if distributor salesmen are called in for a sales conference.

Whenever possible, demonstrations are given under job conditions. When a demonstration is staged a distributor has been known to send out as many as 1,000 invitations to a selected list of prospects urging them to come and to see how the jobs are done.

### Kindling "Desire to Possess"

Proper point-of-sale displays are considered a very important part of the selling job. Skilsaw furnishes finely lithographed window displays, floor and counter displays, cardboard and metal stands. To make the tools more desirable marked advancement has been made in streamline designing in certain recent models and several of them are now neatly packed in metal carrying cases with no extra charge.

"Added cost but smart merchandising" is the way the management figures it. It's an investment in desire to possess. All good workmen love fine tools. It's a proverbial weakness among them—or a strength.

Skilsaw salesmen are seldom recruited from competing manufacturers. Usually young and pliant men are selected, mostly from the company's own personnel. Sometimes a distributor's salesman is made a company salesman if he shows unusual talent. All salesmen are given strict schooling. They must become skilled demonstrators, for demonstration plays a big part in sales. Prospects are experts and the salesman must talk the prospect's trade language and do the job of demonstrating in a professional manner. In other words, he's got to "know his stuff." Such salesmen have bulwarked the whole system that has worked so well for Skilsaw.

SALES MANAGEMENT





At the moment of galloping to press, we are unable to confirm a rumor that Procter & Gamble will issue a special edition of its new liquid dentifrice, for men only, and to be known as "Gent Teel."

\* \* \*

Deliberately confusing his waltzes with the *Danse Macabre*, Ed Pope offers a slogan for Boyertown Caskets: "Invitation to the Vaults."

\* \* \*

"Unlike 1937, the testimony from various industries is that goods are moving into consuming channels and not into warehouses."—*Financial Review*. All in favor of this movement . . .

\* \* \*

Slogan for Railway Express: "Don't give up the shipment!"

\* \* \*

Headline for the Bermuda promotion: "Heaven Can Wait."

\* \* \*

If a neighborhood barber doesn't think "tonsorial artist" is distinctive enough, he might try "pogonotomist."

\* \* \*

And about this time of year, I usually resurrect my hay-fever battle-cry: "Sic September Tyrannis!"

\* \* \*

Which reminds me: The weather is a dangerous topic for a magazine writer, who has to contend with "closing-dates." You say something about a "heavy rainfall" and along comes a drought to make you look silly by the time the publication hits the mail bags.

\* \* \*

"It pays to advertise, but advertise where it pays!" Thus a neat little epigram by the local car card company.

\* \* \*

George Packer, just back from South Africa, tells me about an uncle of his who is a hard-shelled Baptist, and who considers the movies to be sinful. He did go to see "*Gold Diggers*" one time, though, thinking it was about mining!

\* \* \*

I have to smile at the recurrent pother about billboards and how they spoil the beauty of the countryside. (Look who's tukking!) Rather, they strike a friendly note with a national brand everybody knows, reminding the tourist that he is in America and not

a group of "48 little Balkan states." The signboard is advertising's oldest medium, and it isn't very sporting for other media to pick on it. It isn't beauty but billing that bothers them.

\* \* \*

Likewise, the local butcher or baker is entitled to print and distribute handbills. He can't afford to buy the full circulation of a metropolitan newspaper in order to reach a thousandth part of it.

\* \* \*

In feminine fashions, the bustle is once more bringing up the rear.

\* \* \*

There is nothing sadder in September than the sport shoes a fellow has been slopping around in all Summer.

\* \* \*

Watch your breath on shipboard, or you may find yourself "Not at the Captain's table, *but* back by the service trays." With the steward glowering at you (as he was in that silly halitosis ad) and a fear that belligerent crew and passengers may compel you to walk the plank.

\* \* \*

Frank Klapp says gangsters take their victim for a slay-ride. That makes their gun-molls slay-belles, then.

\* \* \*

War news headline for a B.O.dorant: "Millions Under Arms."

\* \* \*

Incidentally, Amolin is out with a cream deodorant which seems to have what it takes to win feminine favor. White and ineffably smooth in texture, like the most delicate of theatrical cold creams . . . not coarse like cheese or putty. Scented with fresh-bruised rose petals, cool with dew . . . instead of the goatly, coriaceous odor of a catcher's mitt. Packed in a flat, round, white jar with a smooth lid in Western Union blue. And a true deodorant withal.

\* \* \*

A pantologist is one who "knows all." But there is the synthetic type. He speaks with an air of finality on all subjects, making up in wind velocity what he lacks in true knowledge. Fortright and dynamic in his ignorance, he often convinces better informed men, and rises to the heights in business, in politics, in trade unionism. He often succeeds because a large

segment of the public dearly loves a phony.

\* \* \*

I like the spirit of that sign over a Hickey Brothers cigar counter: "Your purchase *free* if we ever forget to thank you."

\* \* \*

"Thanksgiving Split Sweeping the Country."—Headline in the *New York Sun*. Dan Daniels says it sounds like a new kind of dance to him.

\* \* \*

Some day there will be a restaurant with enough menu-cards to go around.

\* \* \*

Walter Weir, copy director for J. M. Mathes, and Howard Newton, associate ditto, have decided that tycoons are "Negro runners who finish a race together." ("Tie coons," as the old-time joke books would explain.)

\* \* \*

John O. Young, co-founder of Young & Rubicam, who plans to re-enter the agency business on his own, told me about the candidate a friend had sent to Billy Rose for his Aquacade. She had youth and beauty, but Billy rejected her, saying: "Confidentially, she sinks." (Printer: Watch those consonants!)

\* \* \*

Don't ever confuse resting with rusting.

\* \* \*

"The symptomatic treatment of asthma requires a drug or combination of drugs which will produce prolonged broncho-dilator action and vaso-constriction to relieve the edema of the bronchial mucosa." You said it.

\* \* \*

Good sales ideas, like good headlines, are too often treated like paper towels, which you "use once—then throw away." When you find something good, don't be afraid to repeat . . . and repeat . . . and repeat.

\* \* \*

Advertising agencies make such a fetish of age, you might think they were running a stud-farm. Since they heave a man out when it suits their purpose, why should they care whether he is 25 or 65? It's *he* who is taking the risks.

\* \* \*

Celotex is out with a material called "Traffic-Top." More baby-talk!

\* \* \*

There is nothing wrong with certain business organizations that a few, well-placed Rat-Bis-Kits wouldn't cure.

\* \* \*

One nice thing about September: It places us on the threshold of October, the brown, the balmy, the Darling of the Dozen, and Nature's favorite child.

T. HARRY THOMPSON

Based on an interview with  
**R. B. HORAN**  
*Vice-President in Charge of Sales,*  
*Artloom Corp.,*  
*Philadelphia.*



Macy's, New York, promoting the Wilminster as a Macy "first," capitalizes its hybrid qualities, shows how it retains the best qualities of both Wilton and Axminster. Besides such interior displays, this store has extensively advertised the "new" rug.

## Old Product with New Name Turns Red Ink to Dividends for Artloom

If the Federal Trade Commission hadn't raised a rumpus about the terminology applied to one of Artloom's rugs, the corporation might never have discovered how big an asset it owned—might never have tapped the lucrative market which was crying for cultivation.

**F**OR the first quarter of this year Artloom Corp., Philadelphia, makers of rugs and upholstery materials, registered a 233% increase in sales over the same period of last year. For the first half of 1939 the company made a profit of \$128,043.39, compared to a loss of \$177,523.74 for the first half of 1938. Net sales for the first half of 1939 were \$1,995,205.61—more than total net sales for the full year 1938.

If the Federal Trade Commission had not issued a certain cease and desist order against the company, in which it objected to the use of the word "Wilton" as a name for one of the rugs in the Artloom line, such spectacular results might never have been achieved. Along with the twist in the fate of the erstwhile Wilton, however, came changes in Artloom's price policy which involved proper price-lining for the department store market, and the introduction of one additional grade of rug. These, being the background for success, must be considered first.

In April, 1938, changes in management brought in A. S. Mitchell, a successful production man, as new president of Artloom. At the same time H. J. Adair, whose specialty is costs, was made vice-president, and R. B. Horan (since promoted to vice-president in charge of sales) became sales manager. To the old problem of declining sales these men brought the fresh viewpoint of a new management.

Thus began the battle on Artloom's red ink—its objectives the securing of increased distribution, a tangible merchandising policy built around something new or different to sell, a sounder cost system, and—through these—larger sales volume.

One of the first factors to be tackled was costs. Floor coverings, like many other widely used products, fall into certain specified price ranges, with customer acceptance and buying power broadest at the base, or lowest price level, and smallest at the top. Formerly Artloom had paid scant attention to this price-lining factor, simply manufacturing the products, charging

costs against them, adding a profit—and, from these processes, arriving at more or less arbitrary prices.

The new management worked from the other end—first setting up accepted consumer price ranges as a base and then allocating costs, discounts, profits, etc., against these so that the finished products would fall within these specified price brackets.

Next step was to broaden the base of their potential market by stretching downward to include one lower bracket in the price ranges covered by their merchandise. Retail selling prices of rugs run, loosely, from a base of \$29.95 on up by \$10 steps—\$39.95, \$49.95, and so on—to the top, with the market thinning out as the price climbs.

Artloom's lowest priced rug had previously retailed at \$49.95. To get increased volume the company began to manufacture an additional line at \$39.95. Differences in cost on the new line were made up mainly through increased production, not after but before the increased distribution had been achieved. Since one was necessary to the other, Artloom executives had to gamble on their analysis of the problem of dwindling sales and their conclusions as to its solution.

The company's next move toward increased volume and greater distribution was to search for a focal point around which to build a stronger sales story. They discovered it in that stepchild of the line, the uniquely

# SCATTERED UNITS ARE IN INSTANT TOUCH BY TELETYPE



OIL FIELDS



REFINING AT OLEUM



REFINERY AT WILMINGTON



RETAIL SALES UNIT

Like the Union Oil Company of California, you may have the problem of co-ordinating scattered units.

And you may meet your problem in the same modern way this company did. They installed Bell System Teletypewriter Service at key points in their coast-wide business. Now each department is within fast, two-way *typewritten* contact with its particular branches, and is better able to co-ordinate all activities and at the same time keep communication costs below previous charges.

For example, the Manufacturing Department uses the teletypewriter (1) to send specifications to the refineries (2) to get out written instructions which virtually eliminate errors in manufacture (3) to keep inventory records up-to-the-minute so that the Sales Department can make immediate commitments.

The teletype has brought similar efficiencies to thousands of businesses. A representative from your local telephone office will study your communication needs with you.



## BELL SYSTEM TELETYPEWRITER SERVICE

SEPTEMBER 15, 1939

[ 27 ]





"Miss Lane, the company would prefer that you didn't bring your own wash to demonstrate."

processed rug which had been called a "Wilton" until the Federal Trade Commission ruled otherwise.

This Artloom rug does not, strictly speaking, conform to the trade's definition of a Wilton, although it resembles one in certain respects. Made by the company for years under a process exclusive with them, it is woven two at a time, face to face, and possesses the dual sales appeal of the long-wearing qualities of a Wilton and the colorful patterns of an Axminster. It retails in the moderate price range.

Following the ruling that this rug could not be called a Wilton, it had been merchandized as a "Jacquard," another well-established name in the floor covering field. While this satisfied the FTC, it did nothing for Artloom's sales, and far from satisfied the new management. Their reasoning was somewhat like this: "If we have something 'different' in this rug, why not capitalize on its difference rather than try to make a 'standard'?" . . . which is just what they did.

Rechristened "Wilminster," the rug emerged as an exclusive—protected by Artloom's patents on the process by which it is manufactured—with brand new salability. Instead of competing

with other established rug types, it stood alone. It could be merchandised as "something different" and capitalized on from that angle.

The fact that the rug industry is old, established, and pretty well "sot" in its ways, gave impetus to the promotion of Wilminster as something new, exclusive, different. The novel Wilminster sales story went to the salesmen, to be told by them to dealers and dealers' salesmen, who carried it on to the retail buyer. The retail buyer and advertising copy-writer, in turn, had something new to talk about to the public. All along the line the "here-is-something-different" angle was capitalized.

Artloom played up the fact that the Wilminster, because it was something new in floor coverings, would bring increased traffic to rug departments in retail stores—bring in people who, if they did not buy that particular rug, might buy other rugs and carpets, and other merchandise in different departments.

Stores were interested from the start . . . what store does not hunger for increased traffic? They were grateful, too, for a chance to dramatize a standardized subject—for a fresh approach

usable both in consumer advertising and in face-to-face selling.

Wilminsters were introduced at the 1938 New York carpet show. Their acceptance and sales ever since have been highly satisfying. Macy's, New York department store, was the first to spend its own advertising money on large-scale promotion of the Wilminster: Large-space advertisements in five New York City papers launched the rugs as an innovation and a Macy "first." Within 24 hours stores and distributors throughout the country had the news through ad clipping and promotion services, and rug wholesalers were pounding on Artloom's door, clamoring for a place on the bandwagon.

### New Life for Sales Force

From distribution in approximately 17 states prior to the introduction of the Wilminster, Artloom is now represented in practically all 48. The company's salesmen are opening new distributorships and steadily increasing the size of their sales to the older ones. This is being accomplished, explained Mr. Horan, without additions to or changes in the sales staff. The company felt that the salesmen who had struggled with the old line and under the old set-up, should receive the benefits of the new; that dwindling sales under the old regime had been no fault of the men.

Artloom salesmen have more than justified Mr. Horan's faith in them. Now that they are no longer trying to sell an inadequate line in an established and highly competitive market, but, instead, have a new market and a new product with a non-competitive name, they are doing a job of which any company could be proud.

Increased production, and improvements in styling and manufacture which make for better and more diversified colorings, have produced a better-looking and better-styled line than Artloom ever had before. Careful cost study and practice have given the company a vastly sounder price policy. But important as are the roles played by these improvements, one star outshines them. . . .

That star is Artloom's "discovery," the Wilminster . . . something the company had had all the time. The rug had been made and marketed ever since the manufacturing process was patented in 1922. But it had been made with no sales-wise eye on its salable "differences"; marketed as a humdrum staple.

Now, with but one year of promotion by a star-making management, it has its "name in lights."

# IS THIS THE AMERICAN WAY?



## 345 days with NO SOAP!

The average American uses soap 365 days a year... and dozens of other things to make him or her look pretty, feel clean and smell nice. Yet the average manufacturer of toilet requisites was all washed up with newspaper readers in 1938 after telling them about his product an average of 19.6 days out of the year! And then whispered his message with the timid appeal of advertisements averaging slightly over a half column!

Is this the American way of hard-hitting, thorough-going volume selling? Is it sound sales strategy to hobble one's best salesman... the one who, any time any season, can push the buttons which bring immediate, mass consumer action?

What soap maker today KNOWS what advertising in NEWSPAPERS one, three or five times a week throughout the year would do for his sales? Few, if any, have ever made the experiment... or even thought of it!

We challenge the spenders of national advertising appropriations to USE newspaper advertising copiously and frequently... and watch the amazing results of previous scanty efforts multiplied manifold!

### WHAT WERE THE NEWSPAPER SPACE REQUISITES OF TOILET REQUISITES ADVERTISERS IN 1938?

*The following analysis of lineage use by Toilet Requisites advertisers in The Daily Oklahoman, morning and Sunday, in 1938 is typical of most U. S. cities over 100,000.*

Total Toilet Requisites accounts .....	38
Average number weeks represented .....	15.1
Average number advertisements per year per account .....	19.6
Average lines per advertisement .....	158.7
Average total lines per account per year .....	3002.3

This is one of a series of advertisements sponsored by The Daily Oklahoman and Oklahoma City Times in the interest of a better understanding between advertisers, advertising agencies and publishers.

THE DAILY OKLAHOMAN • OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY  
OKLAHOMA CITY



OKLAHOMA

THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY ★ KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Affiliated Mgmt.) ★ THE KATZ AGENCY, INC., REPRESENTATIVE

SEPTEMBER 15, 1939

[ 29 ]

# Sales Ideas and Sweat Beat Down the Summer Slump for Globe



Gay pennants and streamers and the gleaming white surfaces of the Globe stoves, recently redesigned to add beauty to utility, combined to make many an impressive window display promoting Globe Week.

A "Dutch Oven Days" campaign on the factory's own doorstep shook dealers out of their lethargy and disproved their belief that "you can't sell stoves in hot weather." Adopting the original plan as a pattern, dealers brought in a 650% sales increase in June over June, 1938; a 300% increase in July, and a 400% increase in August.

BY LESTER B. COLBY

"WHAT this country needs," he said, with a glint in his eye, "is a *back to work movement*." There not being any movement of that kind in sight, at least none according to his measure of work, he decided to start one. The speaker was Alden Chester, vice-president of the Globe American Corp. and general manager of the Globe Stove & Range Co., Kokomo, Ind.

Just to show what work could do he organized what he called "Dutch Oven Week" and, taking in account the fact that everyone in the business was sold on the idea that "you can't sell stoves in June," he set out to show 'em. It was a matter of record that the two Globe stove dealers in Kokomo had sold, during the entire year

of 1938, just 34 stoves!

Here's what happened when Mr. Chester's *back to work movement* got under way. In seven June days this was the result:

Stoves sold, 251.

Dollar sales, \$31,063.54.

Average purchase, \$123.86.

Work hours in factory as result of campaign, 8,000 man hours.

Payroll generated, approximately \$10,000.

Live prospects card indexed, about 700.

Case histories of stoves in file for future sales efforts, approximately 5,000.

Dealers in Kokomo, seven instead of two.

Dealers pulled in from all over the country to watch the drive and

learn how to put on one of their own, about 300.

Population of town where all this happened, 32,000.

Yes, Mr. Chester with his back to work movement stirred Kokomo up as it hadn't been stirred up since the French and Indian war. Now a back to work movement, as he lays it across the plank, doesn't mean going out and offering some other guy a salary. He calls it getting back to a good old custom. What he means is go to work yourself. By work he means work. He isn't kidding.

When he got sufficiently steamed up about the whole thing he sat down and dictated a letter. It started like this:

TO: ALL GLOBE SALES REPRESENTATIVES.

FROM: ALDEN CHESTER.

SUBJECT: DUTCH OVEN DAYS CAMPAIGN.

Remember the formula for a profitable stove business. It is simple, but not easy. Here it is.

1. Globe's new All Star Line for all fuels.
2. Dutch Oven Days Campaign.
3. An aggressive dealer plus the gosh-awfullest amount of hard work you ever saw.

It is the job of all our sales representatives and distributors to preach the gospel of what can be accomplished by the very old custom of hard work. America was built on that foundation. Nothing worth while was ever accomplished without it. Unfortunately, for the last 20 years the people of this country have depended upon push-button methods for a livelihood.

During the roaring '20's Wall Street taught the country at large *how to make a living without working* and that idea busted up in 1929! During the gambling '30's the New Deal philosophy has schemed its way out of a major depression and at the end of this decade we find ourselves with a *bunch of loafers* on our hands which the workers have got to support eventually.

You can't tell me that this is a typical America. Neither do I believe that after 150 years of hard work a handful of sophisticated brain trusters (whether they are in Washington or in Wall Street) can dissipate in 20 years all that this country has built up in 150 years.

I think the opportunity today is perfectly marvelous for clear-thinking business men who are willing to *go back to work* and who are willing to admit that the push-button, scheming, automatic methods of making a living have proved to be a colossal failure. My advice to you is that you preach this gospel wherever you go and that you personally set the finest kind of example to follow.

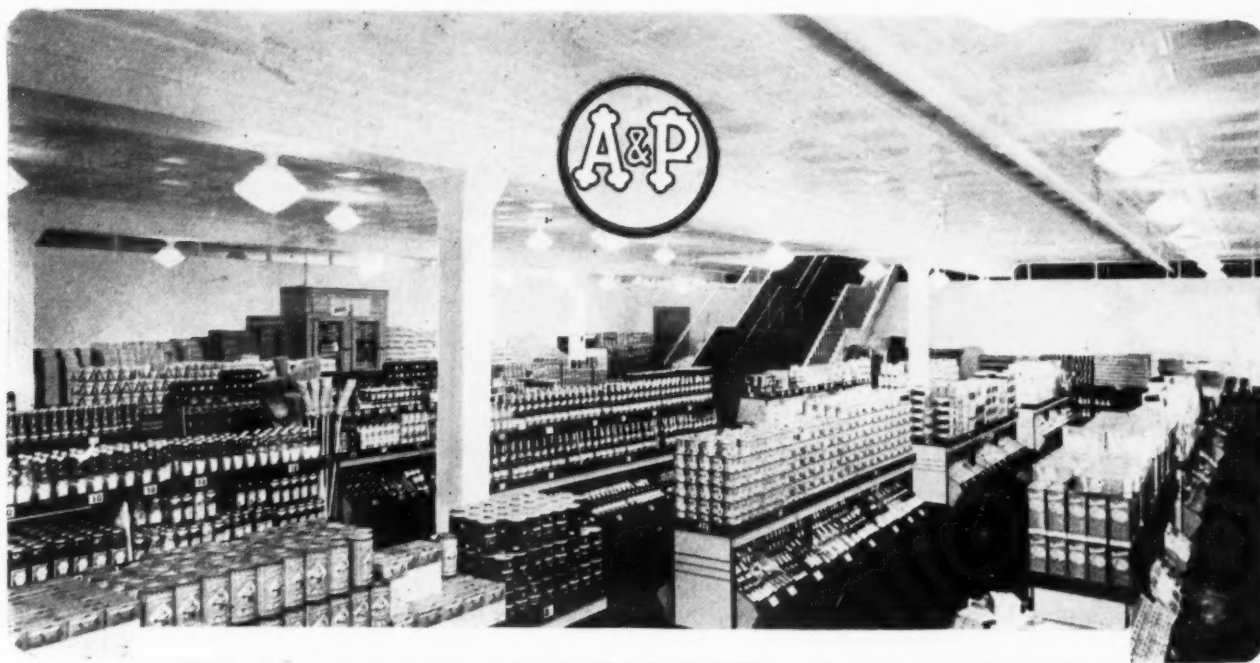
Well, we won't quote the whole letter but we will say that he gave some hell to all the guys who are out

SALES MANAGEMENT



"SOMETHING HAS HAPPENED IN PITTSBURGH"

## PARTNERS IN PROGRESS



Fifty-seven years ago the first Pittsburgh store of the Great Atlantic & Pacific Tea Company was opened.



It is a far cry from that single store established over half a century ago to the more than 590 A&P stores that serve Pittsburgh's families today. The Sun-Telegraph, Pittsburgh's family newspaper, is proud of the part it has played in the successful growth of this efficient system of food stores. The Sun-Telegraph has consistently carried A&P's weekly messages to its thousands of readers, which causes us to conclude that A&P has a deep appreciation of the value of the Sun-Telegraph and the responsiveness of its readers.

## Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • ATLANTA • BALTIMORE • SEATTLE

looking for some sort of magic to come along and do their jobs for them while they sit on their fannies thinking wishfully for sales to fall into their laps. He climaxed it with:

*"Quit complaining! Go back to work!"*

We take it that Mr. Chester is a bit fed up with the work-dodgers who bellyache about conditions. Anyway he excited enough people enough so things are happening. After the experiment was completed so successfully in Kokomo approximately 100 Globe dealers in other towns and cities put on "Dutch Oven Days" in various parts of the country. Another 100 followed suit in July and with the results they attained 200 more stepped into the picture in August. The way the thing is growing, Mr. Chester informs SM, he expects somewhere between 800 and 1,000 to have used the plan to whip up sales before the snows get heavy.

"Dealers said they couldn't sell stoves in June. They said they couldn't sell 'em in July, or in August. They said that the sale of stoves was a seasonable business. Well, we've proved that they can be sold in those months if you'll get right out and sell them.

### Digging Brings "Plus" Business

"It has been proved many times that when a dealer begins to spend money and get his feet wet in a campaign he gets 'plus business,' which he would not acquire otherwise. Therefore, we may assume that whatever business is obtained during 'Dutch Oven Days' may be regarded as plus business. It also serves to stimulate the dealer during the rest of the season. He gets more prospects to work on. Let's assume that this business averages only ten stoves to the dealer.

"Well, ten stoves a dealer times 1,000 dealers means 10,000 stoves. At an average price of \$100 a stove that's \$1,000,000 plus business. Is that worth working for?

"From the factory viewpoint plus business is much more desirable and useful if it is obtained during off seasons. This helps to even up monthly production and reduce manufacturing costs. Some might argue that this business we are getting is not plus business and that we would get most of it anyway. Even if this were true, it would be far less profitable if it were obtained during a two-months period.

*"As it is, because of our own efforts, because of our own work and our own planning, our sales in June were up 650% over June a year ago. Our July sales exceeded our July sales in 1938 by 300%. August sales ran 400%*

*ahead of August last year.*

"By far the greatest part of this increase is due to our 'Dutch Oven Days' campaigns. And, most important of all, we have operated our plant with a full production schedule since June 1.

"I think the essential difference between 'Dutch Oven Days' and many other campaigns that we have used, or that other companies have used, is the fact that we are not kidding our dealers about the tremendous amount of work involved to make these campaigns successful. We have told them frankly that all we can supply is the product and the vehicle for selling it.

"We tell them, and keep on telling them, that they're getting into the most work, and hardest work, that they've seen in years. We are preaching this *back to work movement* among all our dealers and we are trying to prove to them that we, too, can get back to work.



A trailer displaying Globe ranges not only drew visitors in its own right, but directed their attention to the display in the dealer's store before which it was parked.

"We keep telling our men, all the time, pounding it into them, that the thing they must do is to get everybody to knuckle down and deliver plenty of good, old-fashioned hard work—and that everybody includes them, too—and to forget about automatic, push-button methods. We must quit being soft. We've got to get back to the old idea that we can earn our living if we'll work at it."

Putting on these drives which have taken a plant that was "down" and returned it to a full operating schedule wasn't all puddin'-an'-pie. As long as two years ago the Globe management began to prepare for it. Originally a foundry, the plant for 50 years had been making a limited line of cast-iron stoves. They were utilitarian but not all handsome.

A couple of years ago, after a period of mighty lean times with the depression and all, the executives decided to do something about it. Followed many

weary months of experimentation, laboratory work, redesigning. Finally the designers came up with a full line—stoves equipped to burn any kind of modern fuel. The new stoves were streamlined. They not only were handsome but they were beautiful. Company salesmen had something more to sell than just heat.

"We don't spend any time talking about the taxes we've paid," said Mr. Chester. "We may take a little pride in the fact that our payroll runs, on average years, around \$250,000. We may talk a little, now, about expansion plans. But the thing we talk of most is the work we're doing and the work we're going to do.

"They said we couldn't sell stoves in the Summer so we went ahead and sold 'em. How? Work."

A good deal of astute planning backed that work, however. The 300 dealers who came to Kokomo to see

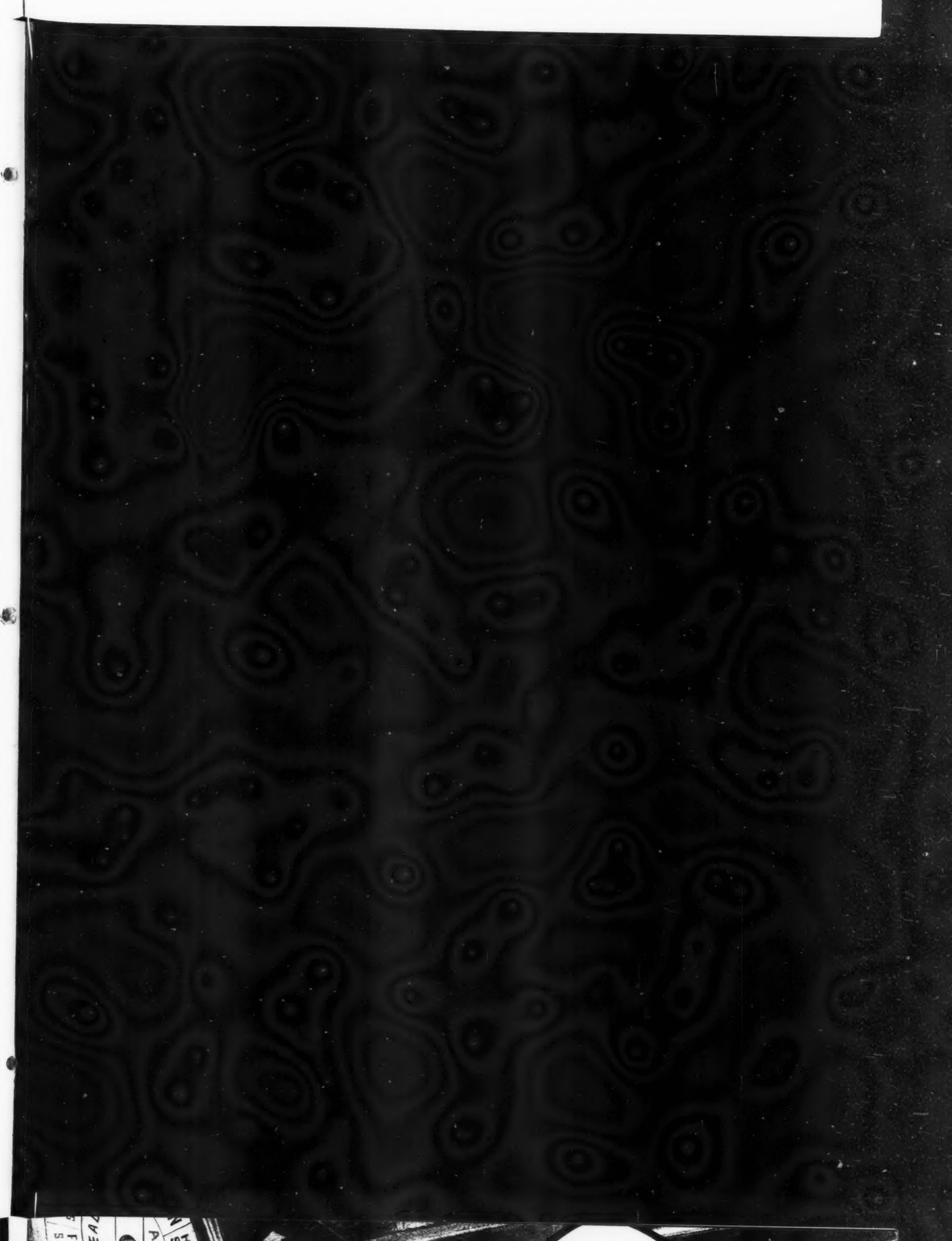
Globe Week in action (and to attend the coincidental sales convention) saw more than aggressive selling on the dealers' floors.

They saw, for example, what potent aids to salesmanship premiums can be. A Dutch Oven gravy mixer (second cousin to a cocktail shaker) offered to the housewife for her cooperation in filling out a questionnaire brought over 5,000 replies in the "county stove census" and furnished invaluable data for follow-up by Kokomo dealers' salesmen. Each homemaker visiting a dealer's showroom during Globe Week likewise received a free Gravy Mixer after inspecting the new models and filling out a stove census card.

Said the company of this offer: "This . . . item was instrumental in bringing in thousands of prospective range buyers to see the new Dutch Oven ranges."

Other, more expensive premiums  
(Continued on page 58)

SALES MANAGEMENT









**Tremendous Power  
made Flexible...**  
*... that's Rotogravure!*

• Look over Lloyd's Registry and you will find this outstanding example of might made flexible: A ship powerful enough to drive 80,000 tons of bulk across the Atlantic in less than 4 days, yet controllable enough to be snaked up the torturous East River Channel and berthed without the aid of tugs.

*Sketch of Cunard Liner Queen Mary control room*



IN ROTOGRAVURE you have another example of power made flexible that is just as unique, just as dramatic as any which modern ship building can provide.

From the standpoint of size, rotogravure's displacement provides coverage of more than 16 million families. From the standpoint of power, rotogravure's efficiency gives you 80% readership for inside advertising pages, according to the Gallup Research Bureau surveys made for Kimberly-Clark. From the standpoint of flexibility, rotogravure enables you to buy equally exhaustive, equally merchandisable coverage of the entire nation, or of any individual zone, area, or city which you may select.

With these facts in mind, it is easy to see why advertisers are getting results from rotogravure space, which not only

warrant such success stories as the one published on the next page, but warrant also so great an increase in lineage that at the time this ad was prepared, national advertisers were using 50% more space in rotogravure than they used a year ago.

For details on the cost of using rotogravure and facts concerning the Gallup Research Bureau's evaluation of it, call on Kimberly-Clark. Because in addition to manufacturing Rotoplate, Kleerfect, and Hyfect—three of the most widely accepted rotogravure printing papers—the Kimberly-Clark Corporation maintains a bureau of statistical information and a trained technical staff for publishers, printers or advertisers faced with any problem arising over the use, preparation or printing of rotogravure copy. Please address your request to Kimberly-Clark Corporation, 8 S. Michigan Avenue, Chicago, Illinois, Advertising Department.

# MURINE picks Rotogravure on the basis of Coupon Response

GEORGE W. McFATRICK, M.D.  
President-Treasurer

GEORGE P. BRAUN, JR.  
Vice President

FRANK G. HALL  
Secretary-Manager

THOS. B. SINGLETON  
Asst. Secretary

W. F. HINRICHS  
Asst. Manager

**MURINE FOR YOUR EYES**

THE MURINE COMPANY INC.  
Chicago, U.S.A.

GENERAL OFFICES  
AND LABORATORIES  
660 575 N. WABASH AVE.

CODE A B C 57

*More for  
your money  
in  
Rotogravure*

April 4, 1939

Kimberly-Clark Corporation,  
8 South Michigan Avenue,  
Chicago, Illinois.

Gentlemen:

In 1939 we are once again making rotogravure advertising the base of our promotional activity.

Practically all of our advertising is keyed; we use both coupons and buried offers. The response to our rotogravure insertions would be sufficient proof, if no other were available, of the effectiveness of this medium. Also, we have of course been pleased by the excellent appearance of our advertising, which is due in large part to the quality of rotogravure reproduction.

The tremendous reader interest in newspaper rotogravure sections has given us high visibility and a high ratio of thorough readership at a very low cost per reader. We are naturally continuing to make the profitable investment that we have found rotogravure advertising to be.

Very truly yours,

THE MURINE COMPANY INC.

*W. F. Hinrichs*  
President.

**Kimberly-Clark  
Corporation**

Established 1872 • Neenah, Wisconsin  
67 Years of Service

NEW YORK  
122 East 42nd Street

LOS ANGELES  
310 West Sixth Street

CHICAGO  
8 South Michigan Avenue

"But -  
EYE-STRAIN\*  
IS SO  
OLD-FASHIONED!"



"BOY, I FEEL TERRIBLE! Been using my eyes steadily all day. No wonder they burn so!"



"BUT JACK - eye-strain's" so old-fashioned! Let me show you a quick way to get rid of it—"



"JUST TWO DROPS of Murine in the corners of your eyes—they're washed clean. And don't they feel better?"



"BETTER! They feel simply swell! How can Murine work so fast and so thoroughly?"

...  
WELL, JACK, it's this way—Murine contains seven helpful ingredients that cleanse and soothe eyes far more effectively than the one ingredient of boric acid solutions. Murine is pure, safe, proved—the modern way to relieve tired, uncomfortable eyes after the movies, close work, driving, late hours, etc. Your druggist recommends Murine.

SEND FOR TRIAL SIZE—Mail 10c (stamps or coin) with your name and address and we will send you a generous size trial bottle of Murine. Address The Murine Co., Dept. AN-319, Chicago, Illinois.

\*Eye strain due to dust, light glare, close work, movies, reading, late hours, etc. Murine will not correct eye deficiencies. For treatment of organic eye disorders, see a competent professional at once.

**MURINE**  
FOR YOUR EYES

Reproduction of Typical  
Murine Advertisement



# Marketing

## PICTOGRAPHS

Planned by Philip Salisbury,  
Executive Editor, and designed  
by The Chartmakers.

### SAMPLES OF WHAT INDUSTRY PROMOTION MIGHT DO

Most producers are so worried about their immediate competitors that they don't - - - individually or collectively - - - do a good selling job for their industry.

If every day we consumed an extra slice of butter, one more slice of bread, a forkful of salmon, 3 extra miles of automobile travel - - these typical industries would show great increases. The samples below show what industry might do through unified promotion.

#### BUTTER: IF EVERY PERSON USED ONE EXTRA AVERAGE - SIZED SLICE PER DAY



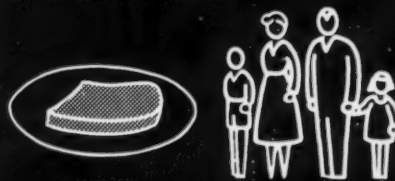
PRESENT  
CONSUMPTION  
PER YEAR  
PER FAMILY



POTENTIAL  
CONSUMPTION  
PER YEAR  
PER FAMILY



#### BREAD: IF EVERY PERSON ATE ONE MORE SLICE A DAY



PRESENT  
CONSUMPTION  
PER YEAR  
PER FAMILY



POTENTIAL  
CONSUMPTION  
PER YEAR  
PER FAMILY



#### CANNED SALMON: IF EVERY FAMILY CONSUMED ONE MORE POUND CAN A MONTH



PRESENT  
CONSUMPTION  
PER YEAR  
PER FAMILY



POTENTIAL  
CONSUMPTION  
PER YEAR  
PER FAMILY



#### GASOLINE: IF THE AUTOMOTIVE AND PETROLEUM INDUSTRIES SOLD CAR OWNERS ON ADDITIONAL TRIPS AVERAGING 20 MILES PER WEEK



PRESENT  
CONSUMPTION  
PER YEAR  
PER CAR OWNER



POTENTIAL  
CONSUMPTION  
PER YEAR  
PER CAR OWNER



PICTOGRAPH BY  
*Sales Management*

Source: Statistical Abstract of  
U. S., plus estimates by S. M.



*"I'll  
take the  
Short  
Route"*

The direct route to low cost sales in the rich Newark-North Jersey market is the Newark News. Profit-paved because it takes your advertising into more homes in America's 11th market than ANY other newspaper, more than all New York dailies combined. At the low milline rate of \$1.86, it's a "must" on any list designed to sell the richest part of the metropolitan New York area.



# Newark Evening News

*"Always Reaches Home"*

NEWARK, NEW JERSEY

O'MARA & ORMSBEE, INC. — General Advertising Representatives: New York Chicago Detroit San Francisco Los Angeles Atlanta



# STATE TAX FIGURES POINT OUT ECONOMICAL MARKETS

Marketers can get helpful sales information by asking tax departments of states with sales taxes for county breakdown of sales and outlets.

Illinois figures, for example, show counties where big outlets cut sales costs. Winnebago County has 1.54% of the state's vendors, and 1.66% of the state's sales, or a ratio of 108. Nearby McHenry has .62% of the vendors, only .38% of sales, or a ratio of 61.

Many small dealers mean more sales calls, more direct mail, more displays - - a higher sales cost.

The figures show ratio of the percentage of tax receipts to percentage of vendors. The median is 55. Those with higher ratings are in economical - to - reach class.

## LEGEND

90 AND OVER



75 - 89



55 - 74



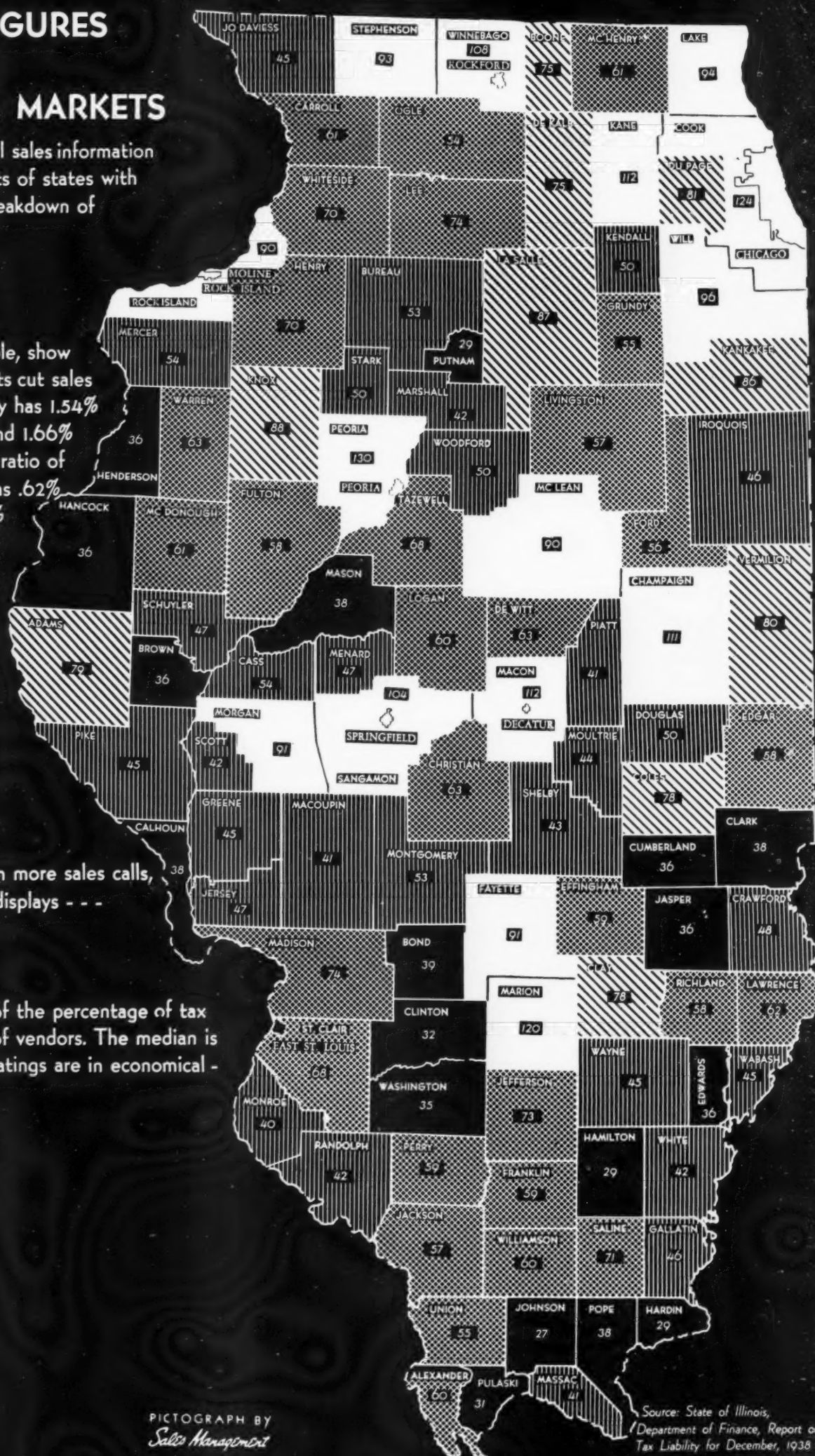
40 - 54



UNDER 40



PICTOGRAPH BY  
*Sales Management*





# 23,777,600(+) listen. r

(we mean U. S. Radio Families)



**CBS RURAL**  
87% of all U. S.  
rural radio families

**NEW YORK CITY**  
94% of all radio families

**ST. LOUIS**  
95% of all radio families

**CHICAGO**  
88% of all radio families

**BALTIMORE**  
99% of all radio families

**PHILADELPHIA**  
93% of all radio families

**BOSTON**  
97% of all radio families

# regularly to CBS

**the largest network audience in the world**★

**... it's 2% ... 10% ... maybe 20% larger than any other network's. We don't quite know — because it was measured before a striking and decisive shift in the balance of network power.**

In 1937 and 1938, CBS put through a research sieve 72.7% of all *urban* U.S. radio families—and 100% of all *rural* U.S. radio families.

It took *six times* as many nationwide personal interviews as Fortune or Dr. Gallup ordinarily use—with calls carefully distributed by incomes, in every geographic area.

The research workers proved what advertisers already knew. No great “promotional” margin of leadership for any network, *but a neat and steady 2% lead for CBS over the second best network—in 1938!* Here are the figures:

REGULAR EVENING NETWORK AUDIENCES			
Radio Families	CBS Network	2nd Network	3rd Network
U. S. <u>Urban</u>	15,117,500	14,865,600	10,464,000
U. S. <u>Rural</u>	8,660,100	8,361,700	6,961,100
Total	23,777,600	23,227,300	17,425,100

*But that was yesterday!* People in radio know what's happened in the last 12 months—and what's happening still—to change the balance of “network” coverage, for anybody's money! In other words, these studies were made *before* the FCC re-established a maximum of 50,000 watts (instead of 500,000) for any station in the U.S. And—they were made *before* CBS added SIX new 50,000 watt stations to the Columbia Network for Fall '39 advertisers.

This striking shift in the balance of power makes yesterday's lead of 2% for CBS just a flurry of snow before a snow slide! Because an avalanche of change in network power, network listening and network prestige has followed on its heels! No wonder we're a little vague, today, on exactly *how much* larger Columbia's audience is than any other network's. Maybe it's 10%...even 20%! We don't know. *But this you can be sure of:*

➡ *CBS delivers more actual listeners for the advertiser's dollar than any other network. It did so last year. It does so this year. It will do so by still bigger odds through 1939 and 1940!*

Proof of this comes from the people *most* concerned with *complete* network coverage—America's largest advertisers—whose *own* exhaustive research checks and double checks every radio dollar they spend:

➡ *Each year, for SIX years without a break, more of the country's largest advertisers have used CBS than any other network!*

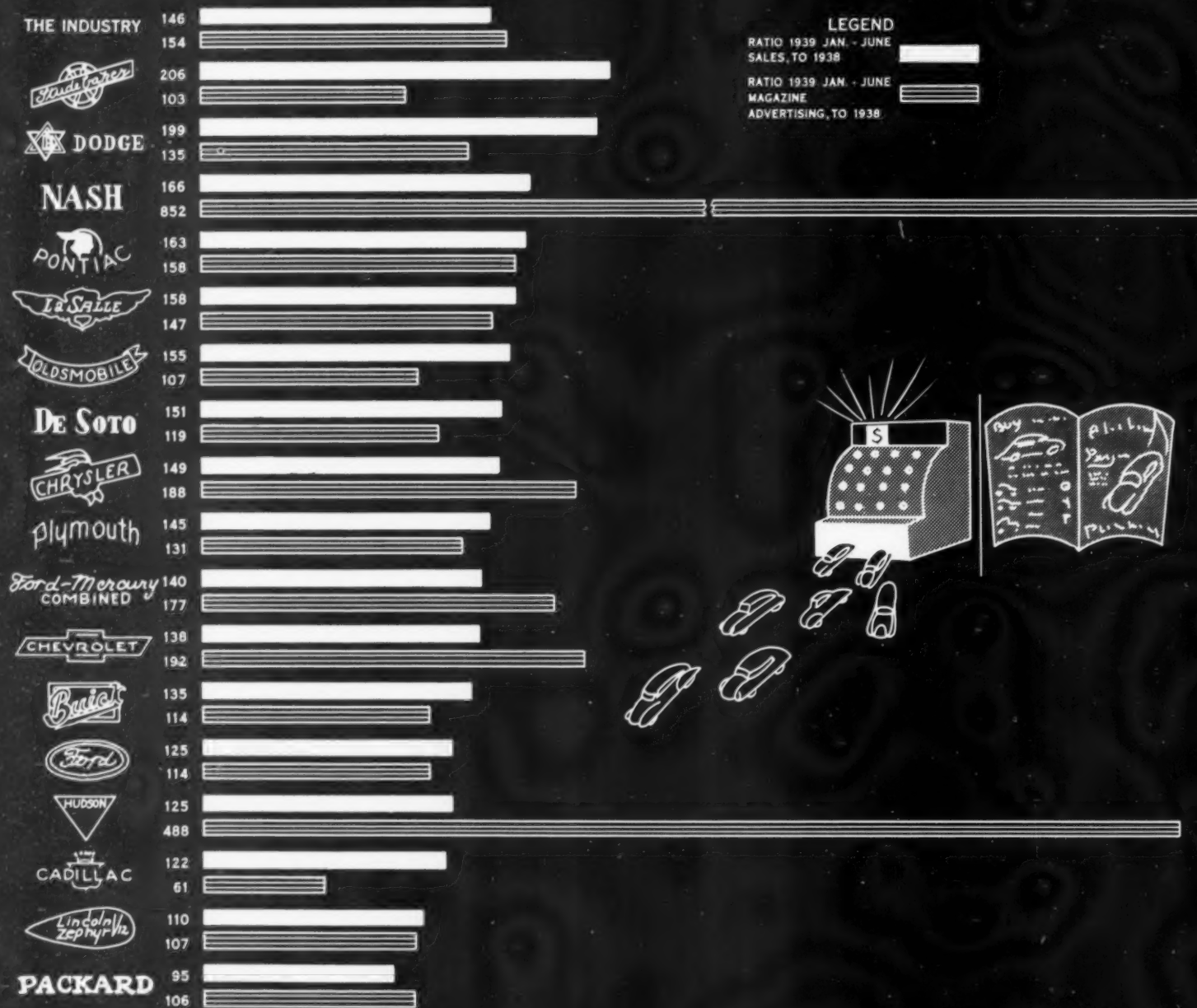
It's safe to put your money, with theirs, on the fact the world's largest network regularly delivers more families than *any* other!

★ *Most of you who read this advertisement will know why it was written. To those who do not, may we apologize for the “faintly competitive” note it strikes — just to keep the record straight.*

**COLUMBIA BROADCASTING SYSTEM**

## NEW CAR SALES AND MAGAZINE ADVERTISING

Six - months figures show close ratio between the industry's increases in car sales and increases in magazine advertising, but figures for leading individual makes reveal great variations.



PICTOGRAPH BY  
*Sales Management*

Source: R. L. Polk & Co., for Passenger car Registrations; Publishers' Information Bureau for Magazine Advertising

## WHY DO ADVERTISERS USE COUPONS? . . . A Chicagoan clipped and mailed 100 coupons from eight magazines. Replies were received by the following schedule:

"94 of the coupons carried some sort of key code so advertising manager could brag or weep about number of returns. For what? I submit that the publishers band together to teach the advertiser what to do with the 'returns' he gets. Perhaps it would be a better crusade than blaming the public for the present skeptical criticism of advertising."

PICTOGRAPH BY  
*Sales Management*



Source: The Reporter with Postage and The Mailbag, April, 1939



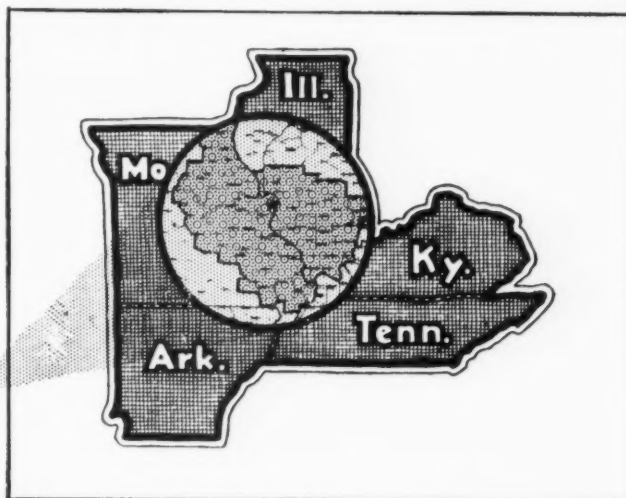


*with*

targets

*as with*

markets



—the task of scoring hits  
can be made hard or easy

Ask for FACTS on the  
big OIL BOOM in  
Illinois Counties of  
the 49th State

Today's selling, in the face of today's competition, demands quick and thorough coverage of markets. The successful sales and advertising campaign must cover the target without waste of time, effort or ammunition.

In the famous market of the 49th State the advertiser can hit the bulls-eye, St. Louis, PLUS the surrounding region. He can score this entire hit simultaneously, with carefully directed advertising in the newspaper which reaches the city PLUS this great, rich surrounding market.

The pattern? . . . You can see for yourself how The Globe-Democrat searches out every portion of the target.

Here's your market . . . But don't bring a bow and arrow.

*The Newspaper of the 49th State*  
**St. Louis Globe-Democrat**

## OUR NATIONAL INCOME - - AND THAT OF FOREIGNERS

Studies of the National Industrial Conference Board of national incomes each year, 1929 to 1937, show in per capita dollars annual averages of:



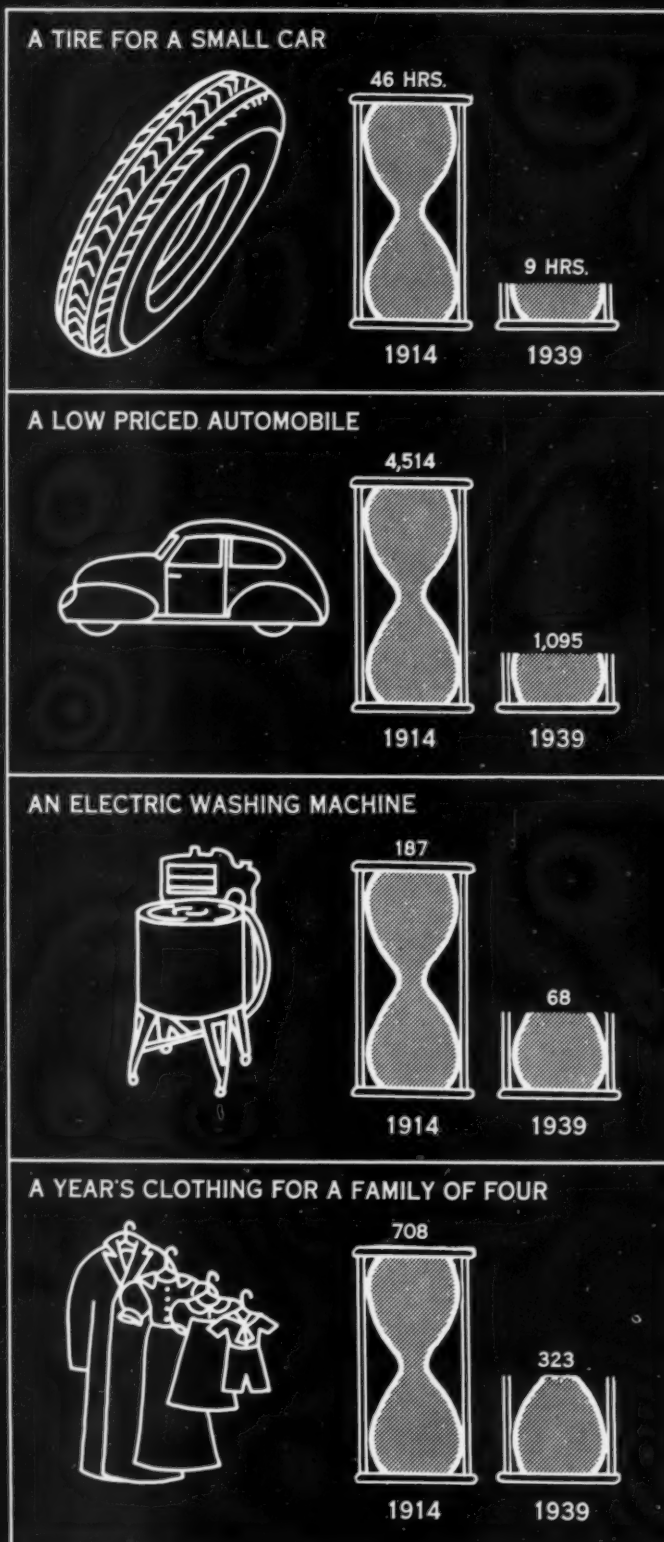
PICTOGRAPH BY  
*Sales Management*

Source: N. I. C. B. Economic  
Record, August 3, 1939.

## WHO GETS THE WEALTH CREATED BY IMPROVED MACHINERY?

Labor gets a big share, as shown by a study of the hours of factory work required to earn various products. In the quarter-century since 1914 average factory wages rose from 24.7 cents an hour to 71.5 cents

NUMBER OF HOURS REQUIRED TO EARN:



PICTOGRAPH BY  
*Sales Management*

Source: Iron Age, August 10, 1939.







## Some Comments on the Pictographs in This Issue

The Administration or Congress may crack down on trade associations for making price agreements or other agreements which tend to *restrain* trade, but any group is relatively free to promote so as to *expand* trade. And yet, though nearly every business man will admit that his most serious competition comes from other industries, it is surprising how few are the dollars spent in sales promotion and advertising to expand the sales of an entire industry.

The Pictograph printed on page 35 shows what *might* be done for four industries through unified promotion. Similar studies on other industries are being made by SM editors.

Selective selling is made easier through the facilities offered by tax departments of states which have sales taxes. Although these reports are by no means uniform, it is possible to get county figures from all of them, and this permits comparisons such as the Illinois study opposite page 36.

Registrations of new cars for first six months show that Studebaker scored the biggest gain over 1938, followed closely by Dodge. Then came Nash, Pontiac, La Salle and Oldsmobile. The "Big Three" gains were less than for the industry as a whole. The group increased sales in almost the same proportion as it increased magazine advertising. (Newspaper figures were not available when the Pictograph was prepared.)

The experiment made by a Chicago business man (opposite page 41) in sending in coupons from 100 advertisements, turned out about the same as one made by SM several years ago. What many advertisers seemingly do not remember is that a reader cools off quickly. Advertising doesn't pay if follow-ups are slow.

Our national income, and that of foreigners, is shown opposite this page. With war raging abroad, the comparisons are subject to quick change, but the averages given here are for a nine-year peace-time period. The greatest change during that period is in the fortunes of Soviet Russia. In 1929 the Russian per capita income was only \$46. Nine years later it had increased 196%—to \$134.

Yes, we work fewer hours than our fathers did, and we have a great deal more cash money—but what does it get us? Well, labor-saving machinery gets us a tire, for example, for less than a fifth as much work as 25 years ago. See opposite page.

SEPTEMBER 15, 1939

# What's a TROYAREAN

A Troyarean is one of the 204,447 persons who live in the Troy area. There are 119,324 of them within the 3½-mile A. B. C. City Zone radius, 85,123 more in the surrounding trade zone.

Troyareans can also be defined as mighty good customers to have. Annually they spend more than \$63,664,000 on retail purchases, including \$19,098,000 for food, \$7,057,000 for automobiles, \$2,052,000 for drugs and toilet goods.

And here's another definition of Troyareans: Those who read The Record Newspapers. For Troy's sole dailies reach "everybody" in this profitable sales field.

Troyareans, incidentally, comprise New York State's lowest cost major market, for one rate of 12c per line buys blanket coverage.



## THE RECORD NEWSPAPERS

MORNING AND EVENING



# How Can We Lure Prospects into Stores to See Our Product?

One answer is "Use premiums." This article summarizes several case histories where this strategy resulted in repeated tinglings at the cash register.

BY

FRANK H. WAGGONER\*

**M**ANUFACTURERS who are successful merchandisers realize that their products are only half sold when they reach the dealers' shelves, and that their task is never finished until the public has purchased.

On all store sales the function of advertising, whether by the manufacturer or the dealer, or both, is to bring the customers to the stores, because it is essential that they and the products should meet.

To aid advertising, special sales are designed to attract customers in unusual numbers. For a like reason premium offers are made.

Premium offers to bring prospects to the stores where the product is on sale differ in several respects from other types of offers. In the first place the receipt of the premium is not conditioned upon a purchase of the product, but on going to the store at a specified time and to a certain place or department. Attendance earns the premium. In the second place, the cost of the premium is what it is worth to bring a prospect to where the product is on sale, premised on the fact that if the prospect does not come, there is no sale. Hence the sale price of the product largely governs the cost of the premium. In the third place, attendance premiums are, whenever possible, related in their use to the product.

(\* EDITOR'S NOTE: Frank H. Waggoner is the author of a new and comprehensive book on the use of premiums, "Premium Advertising as a Selling Force," published by Harper & Brothers, New York, and priced at \$3.50. The book incorporates, in somewhat revised form, a number of the articles by Mr. Waggoner published in SALES MANAGEMENT during the last two years. Mr. Waggoner is an associate editor of SM and is editor of *Premium Practice*, business publication devoted to premium use.)

No hook is hidden in the cookie jar bait which brings prospects to this dealer's store . . . but, given an audience, demonstration and salesmanship will land enough orders to make the offer pay.

In the majority of reported cases the attendance premium is the only one given, there being none offered with the purchase of the product itself. The theory is that it may be better to use the premium appropriation in offering and widely advertising the inducement to come to the store because it would bring a larger number of prospects, and leave the actual sales to the clerks. The kind of product, its sale price and the custom of the industry as to premium offers with purchases—these all have an influence on deciding whether reliance is to be placed on the attendance premium only or whether it is to be supported by the offer of another premium with the purchase.

In certain industries, gasoline being an example, where by trade practice codes or agreements the use of premiums is disapproved when their receipt is conditioned upon a purchase, attendance premiums have been and are being widely used.

Right now Shell Oil Co., Inc., is in the midst of a campaign that is bringing motorists to its dealers' stations by the million. A "Share-the-Road" Club has been formed, with the local Shell dealer functioning as the local recruiting agent, and motorists come in to sign the membership application, receive their membership card and the handsome lithographed emblem that is attached to the rear license plate. No purchase of Shell products is required—just coming to the station and registering. Up to date approximately 5,000,000 motor-

[illegible]

ists have called at Shell stations, and it is reported that, taking the average across the country, 70%, or 3,500,000, have purchased Shell gasoline or other Shell products.

Other notable examples include the offer of poster stamps by Sinclair, illustrating a series of dinosaurs supposed to have ranged the earth during the time the oil deposits were being formed. There were an album and 24 stamps in the series, given at the rate of four a week for six weeks. Some 48,000,000 stamps were distributed, representing a total of 12,000,000 calls at Sinclair stations, with all of the attendant purchases of Sinclair products. Somewhat similar was the distribution of the famous Texaco Fire Chief helmets which also numbered their millions, plus the patronage that distribution brought. The tested theory was that the recipient of the gift would feel under a moral obligation to buy something—and how he bought!

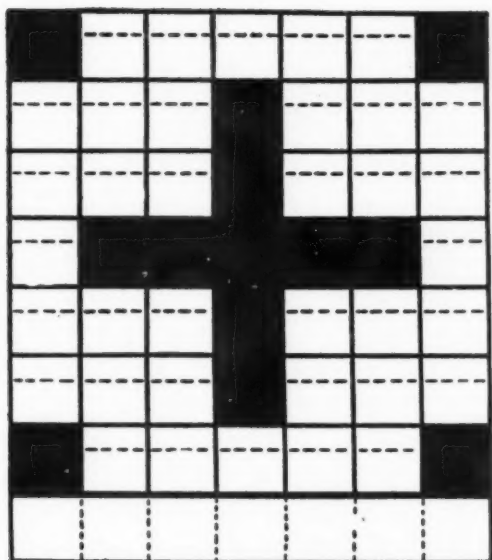
Some of the premium plans for bringing prospects to the store were worked out years ago. One of the first—a type that, with variations, has been used successfully for years, was inaugurated by one of the leading plow manufacturers. A new type of plow having been developed and placed on the market, the manufacturers decided it was necessary to bring the farmers into their dealers' stores to see the new plow. The plan was operated through the local dealers

*(Continued on page 67)*

(Continued on page 67)

## SALES MANAGEMENT





### THE RULES

1. All you have to do is complete the diagram using words found in any modern standard dictionary, A to Z. 2. Use no proper names; no foreign, obsolete, or d--ty words; no reformed spellings, suffixes, prefixes, combining forms, abbreviations, chemical, telegraph, radio, or other symbols, or Roman numerals; no contractions, archaic, dialectic, provincial English, Scotch, or slang words. 3. Words must interlock with every blank space filled, as shown in EXAMPLE below, to form a complete crossword puzzle. 4. Each letter has been given a numerical value as indicated in LETTER VALUES. 5. When you have completed your puzzle, place the letter values on the game blank as shown in EXAMPLE (which is for High score). Then add the totals DOWNWARD and check your score!

### LETTER VALUES

A 4 B 25 C 12 D 20 E 10 F 8 G 25 H 12 I 6  
J 6 K 15 L 20 M 6 N 20 O 8 P 15 Q 16 R 20  
S 12 T 8 U 6 V 12 W 20 X 8 Y 16 Z 12

	12	8	6	20	8	
	S	T	U	N	T	
15	10	4		8	20	20
P	E	A		O	W	L
20	10	15		8	8	10
R	E	P		T	O	E
10						4
E						A
10	20	4		20	4	12
E	R	A		W	A	S
20	6	20		8	20	10
N	I	L		O	R	E
	25	20	6	20	8	
	B	L	U	N	T	
75	83	71	12	84	68	56

# HILO



brought out the *highbrows*...

REQUESTS for dictionaries in branches of the New York Public Library have been bringing dirty looks from harassed librarians . . . reference bureaus have been getting an unusual volume of queries about little used terms . . . weekly bridge parties in Great Neck, L. I., and various Westchester communities were turned into crossword projects . . . and some Hi-Lo experts report they spend from eight to twenty hours on the weekly brain breaker.

Hi-Lo is probably the most difficult and annoying puzzle game ever offered to the public. Two blank crossword forms are to be filled out with fitting words. Every letter has a number value which changes every week. You try to fill one form with words that have a high number value; and the other with the lowest value. Just go ahead and try it!

Hi-Lo is devoid of the lowbrow lure that newspaper contests are supposed to have. As recreation, it comes under the head of making up corporate tax returns. Prizes were \$150 weekly for the highest and lowest Hi-Los, with consolation awards of merchandise and amusement passes. Yet for more than eleven weeks, readers of this newspaper have sent in the remarkable total of 45,000 to 60,000 entries a week—and 85% of the crossword forms were properly filled out. The amount and degree of philological proficiency is amazing!

So in the future, you can schedule advertising in the Journal-American with the assurance of reaching the smartest people in New York, as well as the best incomes—and a lot of them, among 600,000 home going weekday circulation. And a rate of \$1.00 per line is plain ridiculous for such a large package of income and intellect! May we tell you more?

## NEW YORK Journal-American

Nationally represented by: RODNEY E. BOONE ORGANIZATION . . . with offices in

New York • Chicago • Detroit • Philadelphia • Pittsburgh • Boston • Baltimore • Atlanta • San Francisco • Los Angeles • Seattle

SEPTEMBER 15, 1939

[ 45 ]

# Marketing Flashes

[Bottled Beer Borrows a Merchandising Idea from Cans]  
—A 1940 Auto for 24,000,000 American Families

## No-Deposit Bottles

Some consumers do not like canned beer because, they say, it tastes "tinny." Others dislike bottled beer because of the bother of paying a deposit and returning the bottles. SM found that out in tabulating the results of its package survey last January.\*

Christian Feigenspan Brewing Co., Newark, N. J., might have had both types of consumer complaints in mind when it evolved its no-deposit, non-returnable bottles for P.O.N. beer and ale. P.O.N., incidentally, means "Pride of Newark." The new package retails for ten cents and was introduced the middle of August. Newspaper copy and point-of-sale display material, through E. T. Howard Industrial Institute, N. Y., will promote the item.

## Local Color

Not so very long ago, Graves, Cox & Co., Lexington, Ky.—down in the blue grass country—put on a "Blue Grass" promotion. Since blue grass is really green, the management featured everything green in the store: Clothing, hats, shirts, neckties, etc. It worked well.

Being also in the Burley tobacco country, the store this Fall has entered a "Burley Brown" promotion. Every brown item in the house is being pulled out for early Autumn boosting. To localize the promotion further, growers of Burley tobacco are offered special prizes for their best "hands" of Burley tobacco for display in store windows. Tobacco experts are judging the exhibits.

## Double Cranberries

The American Cranberry Exchange expects a mild headache from the double-header Thanksgiving Day coming up. "It means two sets of newspaper, radio and promotion schedules subject to the states' decision," bemoaned A. U. Chaney, Exchange president. "We will have at least 60,000,000 tons of cranberries to move from the bogs to dealers throughout the nation in time for Thanksgiving, no matter what the dates."

ACE is a cooperative organization of cranberry growers in Massachusetts,

\* More Lowdown from the Ladies on Packages and Containers," SM, January 1 and 15, 1939.

Long Island and Wisconsin whose shipments are handled direct to dealers from the New York office of the Exchange. Since the bulk of cranberry eating is done on the two traditional American feast days, Christmas and Thanksgiving, "Now there'll be three," says Mr. Chaney. BBDO, New York, handles the account.

## Dental Department

Pepsodent Co., Chicago, last Spring offered its dealers a dental department merchandiser, a stout cardboard counter case in which could be displayed not only Pepsodent products but others in the dental line. Pepsodent's thought was to dominate the display, not to hog it. Last month Pepsodent checked upon the distribution of its merchandisers and found that 60,000 merchandisers had been placed with the some 65,000 drug stores in the United States and Canada.

Pepsodent adapted the "Why I Like" consumer contest scheme to promote the merchandiser to its dealers by offering \$5,100 in prizes for 25-word completion to a cartoon balloon caption starting "I like the new dental department merchandiser because . . ." Nearly every druggist who got a merchandiser filled in the caption, Pepsodent reports. First prize winner received \$1,000; second prize, \$500. Ninety-six smaller awards went to two winners in each state.

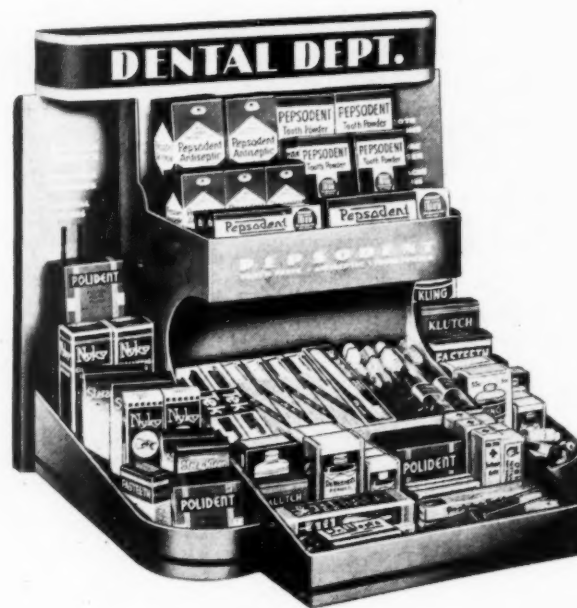
In the background, but important to the promotion of the merchandiser, factory salesmen held forth in a sales contest aimed to push the deal to drug store operators. Their awards were merchandise prizes, selected from the catalog of Belnap & Thompson, Chicago sales counsellors, and including \$30,000 worth of prizes for salesmen in the United States and \$3,000 worth in Canada.

Pepsodent promoted the salesmen's contest as a "show," and told each salesman that his part in the show would run through all three acts: Act 1. See every dealer . . . get there first; Act 2. Tell every dealer . . . about the \$5,100 contest; Act 3. Show every dealer . . . the new dental department merchandiser.

## Car Widows

If Papa says no, we can't have another car; it costs too much to run the one we've got—send him around to see a Willys salesman. President J. W. Frazier, of Willys-Overland Motors, Inc., says that the announcement of the new low price of his 1940 models (12% under 1939) constitutes a "declaration of independence for America's 'car widows' as thousands of families discover they can own and operate two of the new cars for virtually the same expenditure as the one car they drive today."

The automobile industry's No. 1 problem is the "production of full-size, high-speed motor cars selling within reach of the 24,000,000 American families with annual incomes of \$2,000 or less," and Willys claims to have solved it. The 1940 Willys is priced as low as \$495 f.o.b., Toledo, marking a reduction in some models of



Pepsodent told druggists that there was space in the dental department merchandiser for the dental products of other manufacturers, asked them to tell the company "why I like" the item.

# *beacon lights* IN A MILLION WINDOWS SIGNAL



*don't talk  
down  
to the farmer*

**P**INPOINTS of light on the earth's dark curve . . .

A new generation of farmers "boning up" on what's new in their profession . . .

Like doctors . . .

Like lawyers . . .

Alert businessmen of the soil keeping abreast of times and trends . . .

Like their urban counterparts.

Modern equipment helps them till their fertile fields . . .

Modern reading helps them till their fertile minds.

That's why their copies of *The Country Home Magazine* are so well thumbed.

Its double-barreled editorial policy keeps them up-to-the-minute on *farming* . . .

And on *living*.

Accurate reporting, lively farm gossip, helpful columns on "Ways and Means" . . .

Big, colorful pages. Gripping fiction . . .

Interesting, informative *advertisements* . . .

These are the things the modern farmer wants . . . and finds . . . and *reads* . . . in the modern magazine that *talks up* to him . . .

In his own language.

No wonder so many advertisers say, "*It's the hottest buy in the whole farm field!*"

Almost ten times as many copies of agricultural books were printed in 1937 as in 1933!

The biennial Census of Manufacturers Report of the U. S. Department of Commerce, dated December 29, 1938, gives the following figures:

Copies of books on agriculture and related subjects (exclusive of texts for school use and government publications):

1933	1937
131,382	1,034,607

## THE **Country Home Magazine**

THE MAGAZINE OF FARM MARKET "A"

THE CROWELL-COLLIER PUBLISHING CO., 250 PARK AVE., NEW YORK

SEPTEMBER 15, 1939

[47]



\$65 in base price. In addition, its speed has been stepped up to 75 m.p.h.; it can run as far as 35 miles on a gallon of gas and has been designed with an eye to beauty and style, "with special attention to pleasing colors."

Production of the new models means the employment of 3,000 men and women, Mr. Frazier added. When the assembly line is in full operation the payroll of the Toledo plant will total approximately \$400,000 a month.

Car buyers are scheduled to hear about the new Willys when the company's Fall advertising campaign breaks late in September, via United States Advertising Corp., Toledo, in magazines, newspapers, etc.

### Which Is Which?

Karastan Rug Mills, New York, floor covering division of Marshall Field & Co., is keying its Fall promotion to a color sound movie, "Home Is What You Make It," which is being offered to department stores for consumer showing. With plugs for Karastan on the modest side, the movie is a two-reel, 16-mm. "featurette" on home furnishings. Karastan hopes it will help department stores merchandise not only Karastan oriental reproductions but other items in their furnishings departments.

The story is that of a young couple whom the audience watches buying furniture, lamps, draperies and Karastan rugs. Using the flash-back technique, the film switches from the Karastan show room to the manufacturing plant, showing the production of Karastan rugs from the copying of an original Oriental to the finished reproduction.

The movie will be promoted locally wherever it is shown, and to aid and abet department stores Karastan is furnishing "personalized store invitations" to be sent to a selected list of charge customers, brochures picturing interiors described in the movie for distribution to consumers, elevator and counter card copy suggestions, newspaper and radio copy, and a "Which Is Which" exhibit—a half oriental and a half Karastan copy displayed side by side.

AudiVision, Inc., New York, did the production job on the movie for Karastan, and Eastman Kodak supervised the Kodachrome color process.

### To the Employees

Clark Equipment Co., Buchanan, Mich., believes in letting the employees who make it one of the biggest manufacturers of subway trains, industrial trucks and tractors, etc., know just what is going on around the company

—and in telling them about it in words and figures that they can understand.

The company has just issued its annual statement in an illustrated book, entitled "President's 1938 Report to Employees," which uses a simple but effective device to present the story of Clark operations to stockholder and employee ("and they're often the same individual"): Every item in the statement has been reduced to a figure per employee; i.e., how much money the company received last year per employee and what it did with it.

The report points out that for each employee in the organization, the company last year received \$4,544 from its customers. From this it paid out

\$2,482 per employee for labor and materials; \$193 for tools, lubricants and supplies; \$252 for depreciation, etc. Or, in a dollar breakdown, 41 cents out of each dollar received by the company went to buy materials, 34 cents to pay wages, 11 cents for repairs and depreciation, etc. On the subject of taxes, employees learned that "your company paid last year to 27 bodies \$148 for each and every employee," or 11 cents for every hour each man worked.

President Eugene B. Clark devotes the final page of his spiral bound report to the 212 veteran employees who have been with the company's four plants for 20 years or more.

## Display Contests Win Dignified Promotion for "Ethical" Products

By offering pharmacists both the means and the inducement to use windows devoted to prescription drugs, Abbott Laboratories solves a delicate problem in marketing strategy.

Based on an interview with

**R. E. HORN**

*Vice-President and General Sales Manager,  
Abbott Laboratories, North Chicago, Ill.*

**W**HEN a house which manufactures drugs, chemicals, compounds and those organic and inorganic mixtures and potions employed to give battle to germs and heal the ills of mankind, moves out to merchandise its products, it faces a multitude of problems. Take the case of Abbott Laboratories, North Chicago, Ill.

"Abbott Lab" manufactures more than 1,200 products. Probably not more than a half dozen of them are what could be termed "big sellers" over the counters of drug stores. Try to name them. You very likely will not get much farther than haliver oil and a few of the vitamins. Yet Abbott is right up front among the first flight manufacturers of medicines in the country. More, Abbott's name is known around the world.

This article is to give a little peep behind the scenes, perhaps reveal a secret or two and show, a bit, how the job is done.

First, there are some 145,000 practicing physicians in this nation. There's also a fine netful of dentists, if you can catch them all, and a lot of hospitals, industrial dispensaries and first aid stations. Also, 60,000 or more

drug stores, each with a prescription department.

By poking his nose around in the right spot an SM reporter learned a surprising fact:

A very small percentage of the large total number of Abbott products is sold "over the counter." All but a very few of these items depend for their volume on prescriptions by physicians through retail pharmacies.

Drug stores have become divided into two classes in the last few years—the lunch counter-notions-gadget drug store which sells almost everything short of elephants, and the prescription house situated, in the main, in the center of medical colonies or groups. While Abbott sells to and values all of them, its principal flow of business is necessarily via the physician-prescription route. Drug stores centering their principal attention on prescriptions today can be counted almost in the hundreds.

For that reason when the Abbott Laboratories announced a prize contest, based on window dress, early in the year—\$250 to the winner; \$500 in all with 18 stores to win from \$5 up—it got slightly fewer than 500 entries. Yet it considers the contest well worth



"DEAR FRIEND PRESS: *No one helped us but you...*"

— from a letter to *The Cleveland Press* —



IT HAS BEEN SAID that when an important person is sent to prison as a result of its work, the *Cleveland Press* cuts another notch in a type-writer. Nothing could be farther from the truth.

THE PRESS is never vindictive. Its objective is never the punishment of the criminal but the prevention of the crime. It is the job of any good newspaper to protect its city and its people from organized and protected crooks.

HUNDREDS OF ARRESTS and indictments, a high score of convictions, prison terms totaling several hundred years. These are listed as evidence of the effectiveness of the Press's recent work. They would make a lot of notches if the Press were a notch-cutter. But there is no glow of triumph over these sad but necessary consequences of a job some one must do; and the Press is doing it—not for itself, but for Cleveland.

IT WAS a long queue of strangely assorted people that lined up outside the Criminal Court Building in Cleveland that snowy morning. Rich and poor, old and young, fashionably dressed men and women, misers in rags and shawls, retired old men, widows, and orphans. Eighty, all told.

Their leader was Clayton Fritchey, the reporter from the *Cleveland Press* who had rounded them up and brought them together. For the rest of the day, an astounded Grand Jury listened to overwhelmingly convincing evidence on the cemetery lot racket. Indictments, arrests, convictions followed, despite loopholes in the Ohio laws that made Cleveland seemingly safe for racketeers.

The trail has been a long one. Knives in high places have been put behind bars. Cleveland has shown the rest of the country the way to fight this type of public enemy. Amendments in the law have been made to safeguard the future.

Clayton Fritchey has played the romantic rôle of reporter-detective in a manner found only in whodunit fiction. With one important exception: he did not do it for the sake of the story. With a chance to score the sort of "scoop" dear to every newspaper man's heart, he held his silence until the offenders were safe in prison.

Why? Just because the racket victims could find no relief in official quarters. Just because they turned for help, as all Cleveland does, to the *Cleveland Press*. Just because the Press is the kind of paper that thinks of its city first and itself afterwards. In the terms of the Pulitzer Award to the *Cleveland Press*, it was "the most disinterested and meritorious public service rendered by an American newspaper."

"Disinterested"—"meritorious"—"public service"—these are the things that give the Press its **Power—power to do good; power to move goods.**

## The Cleveland Press



A SCRIPPS-HOWARD NEWSPAPER

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS

230 PARK AVE., NEW YORK

Chicago San Francisco Los Angeles Memphis Detroit Philadelphia

Member of the United Press, of the Audit Bureau of Circulations, and of Media Records, Inc.





Winner of first prize, \$250 cash, in the recent Abbott Laboratories contest for the best and most original "ethical" window display built around a central panel in full lithographic color supplied by the manufacturer. Eighteen stores won cash prizes totaling \$500 and ranging from \$5 up. So successful was this contest that a new one is now being announced giving prizes totaling \$2,500.

while. This is based on the fact that practically every entry was from a store of the prescription type; stores that are identified closely with the medical profession.

Abbott, in this contest, supplied a central display set-up lithographed in full color. The central panel showed a pharmacist back of a window engaged in preparing a prescription. He was white coated, a beaker in one hand and a bottle in the other. Behind him, as a background, were shelves filled with Abbott products.

On one side was a panel with the picture of a physician handing a prescription to a woman patient. Under the prescription were the words:

"Your doctor's prescription. . . . The effectiveness of a prescription depends upon the accuracy with which it is filled."

On the other side, also in a panel, were shown two laboratory workers with test tubes and apparatus, and:

"Abbott research. . . . Scientific research brings to this pharmacy only the finest and most dependable drugs."

Study it a moment and you will see that it does three primary jobs: It sells confidence in the store; it sells confidence in the physician; it sells confidence in the drugs and the drug manufacturer, in this case, Abbott. In other words, it ties in a group of three—store-doctor-Abbott—and gives them all a lift in the public's esteem.

The druggist was told to take the

central panel and build his window by developing his own original ideas around it. He could go as far as he liked so long as, of course, he stuck strictly to an ethical atmosphere. The first three winners were:

1—*Thro's Drug Store, Mankato, Minn.* Mankato is the home of the well-known Mankato Clinic. The idea that won the store its \$250 prize was a simple and effective one. In the center, below the middle panel, was this sign, neatly lettered:

As Near as Your 'Phone  
Our Prescription Delivery Service  
Your Doctor

Beneath this, in the center, was a 'phone labeled "Mankato Clinic," with the names of its 12 staff physicians. Then, on either side, evenly divided, were 14 other 'phones each labeled with the name of a doctor practicing in Mankato. Back of the whole hung two long penants, white, with a Red Cross insignia on each.

2—*The Capps, Gale & Blocki Pharmacy, Palmer House, Chicago.*—This is one of Chicago's finer pharmacies which specializes in prescriptions. Its surrounding display pictured the "old and new" in pharmacy practice. Center and front was an ancient, weathered, yellow prescription book in which were copied prescriptions predating the Civil War.

3—*Parke and Parke, Ltd., Ontario, Canada.*—This window featured still another theme, one quite popular

among the contestants: The services of modern pharmacy in making drugs from the entire world available.

Among the runners-up was the Stolz Pharmacy, of Cincinnati, which substituted a picture of the head of Mr. Stolz for the head shown in the original panel. The idea, of course, was to increase local attention and give the store a little added advertising.

How highly the Abbott Laboratories value the effort is indicated by the fact that the organization is now announcing a new contest offering total prizes of \$2,500. This, too, is based on window display and the larger purse is expected to increase the number of participants greatly.

Abbott believes in contests as a sales builder. Another recent contest which hung up cash prizes totaling \$1,000 was called "Abbott Dealer's Detailing Contest." Bringing it down to plain sales talk, "detailing" might be paraphrased to "What did you say to sell 'em?" The items pushed in this contest bore the names of Tincture Metaphen, Glucophylline, Dicalcium Phosphate and Calcidine Syrup.

## New Market for Drugs

Abbott research men have dug up and studied many ancient writings on medicine and have checked many ancient curatives. Hippocrates, often called the father of medicine, for example, knew of night blindness and described it. He recommended the use of the liver of the ox to correct it. Known now as owing to a deficiency of vitamin A in the diet, doctors say his prescription was rational and effective.

One of the most recent and fastest growing markets for specialized drugs is caused by a turn-about-face by the public. It's the result of a publicity campaign—the fight now being waged in the open on syphilis and gonorrhea. These drugs, as well as many others too dangerous to place in the hands of the public, are limited strictly to prescription by physicians.

And something else you may learn if you visit the Abbott Laboratories in the little village of North Chicago up on Lake Michigan:

World pharmacy has at last reached the point where the prescription your doctor writes in Latin can be understood and filled in any civilized country on earth. Drugs have become a standardized world product and the pharmacist in Turkey, China, Australia, Paraguay or Alaska stands ready to carry out your doctor's directions should you carry your prescription to any of these places.

SALES MANAGEMENT



# NOT FOR SALE!



- If you had wanted to buy a copy of the September Journal last week, you'd have had to hunt hard for it.
- A million copies were cleared from the nation's newsstands in three weeks.
- For the second month in succession, the Ladies' Home Journal was a SELL-OUT.

S. R. O. signs went up on the August Journal with 2 weeks of the sales period still to go. Then all over the country supplies of the September Journal were exhausted—*before September 1st!*—recording the largest circulation and the largest newsstand circulation in the Journal's 56-year history.

This isn't coincidence—it's popular demand. The Journal has the rare ability to rouse people to action. Not all of the people some of the time. But some of the people—women—ALL of the time.

If women are your customers, here's something you should look into—and get into. You can't make money today buying New York real estate 50 years ago. And you can't make it staying out of the first issue you can catch of this magnetic publishing force that's moving America. Things happen when the Journal comes out; they're happening in homes—in A. B. C. reports—in stores where your products sell best. Happening thick and fast enough to move a million newsstand copies—3,250,000 total—into women's reaching hands.

## GOING UP!

### JOURNAL Newsstand Sales

Jan.-June 1935	440,000
July-Dec. 1935	464,000
Jan.-June 1936	563,000
July-Dec. 1936	573,000
Jan.-June 1937	672,000
July-Dec. 1937	704,000
Jan.-June 1938	718,000
July-Dec. 1938	761,000
Jan.-June 1939	778,000

August 1939 . 915,000\*

September 1939 . 1,015,000\*

Total circulation  
September, 1939 . . . . . 3,250,000\*

\*Estimated

# Ladies' Home JOURNAL

THE MAGAZINE WOMEN BELIEVE IN

BY  
BRUCE  
CROWELL

Photo by  
Black Star



A price standing alone is meaningless, out of focus, over-emphasized. Your product has qualities that can counterbalance and even outweigh price, if you interpret them to your prospect in terms of the satisfaction of his specific needs.

## Price—and the Prospect—and You

**I**N developing a technique for resultful selling, what you do *not* do is usually fully as important as what you do. For example, I think I have never heard a really expert salesman ask a prospect who had indicated some interest in the product, "About how much do you want to spend?"

This question is often used by retail salespeople, and it's a good way to get a sale off on the wrong foot. For one thing, it serves to focus the buyer's attention on the subject of price. For another, it's a silly question to ask. So often a prospect is in no position to answer such a query for the very good reason that most people do not know what they will willingly spend until they absorb enough information to learn what values a given amount of money will buy. What a buyer is looking for is *the satisfaction of a specific need*. I don't want to buy "just an automobile"—I want business transportation with a minimum of risk of mechanical trouble plus economy in long-haul transportation. I am not interested in trading some cash for a suitcase—any good suitcase—I want a piece of luggage that will carry ample clothing for three- or four-week trips, arranged, if possible, so that an outfit can be sometimes un-

packed and worn without taking time for pressing.

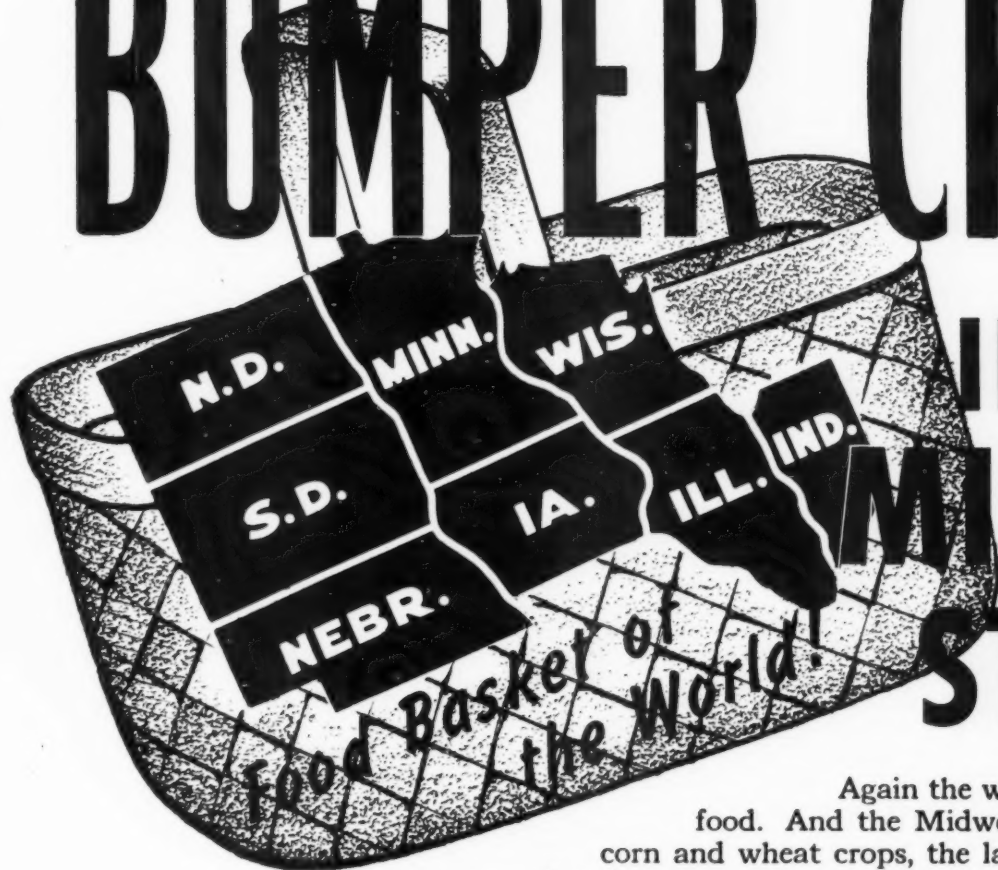
Good salesmanship is simply the uncovering of those specific needs of a buyer and the demonstration of the way a quality product will serve those needs. Most of us are price-minded about any purchase until some one with sales sense gives us the appetite for quality in terms of satisfying our particular brand of hunger. Then price becomes secondary.

Another name for this educational process is "trading up." It's one of the basic fundamentals of success in sales work. Business sold on price alone is unsound because it's ephemeral—almost anyone can take it away from you. It engenders no loyalty to you or to your product or to your house. It breeds complaints and returns. But business sold on the basis of the superior service a quality product can give, is business that builds a permanent clientele and insures your own future.

"About how much do you want to spend?" A price standing alone is meaningless. Unless you set up a picture of values for which a price can be exchanged, you are, when you ask such a question, multiplying your chances for losing a prospect who might otherwise have been turned into a buyer.

Reprints of this page are available at three cents each, remittance with order.

# BUMPER CROPS



## IN THE MIDWEST STATES

Again the world looks to the Midwest for food. And the Midwest responds with the biggest corn and wheat crops, the largest hog and cattle production, in years. No manufacturer selling to farmers needs to be told what these huge crops and strong prices mean to his potential in the key Midwest market this fall. It is probably one of the greatest sales opportunities of recent years in this richest of all farm territories.

## ONLY 1 FARM MEDIUM Dominates This Great Market

To win this bumper market for YOUR products, there is only one medium that can give you complete dominance. That medium is the Midwest Farm Paper Unit.

The circulation is 1,179,523, which is equal to more than 80% of the farms in the 8 Midwest states, comprising Indiana, Illinois, Wisconsin, Minnesota, Iowa, Nebraska, and The Dakotas. No other farm paper coming into this market even approaches such coverage.

Yes, there is a tremendous opportunity in the Midwest farm market this fall. Go after it with BIG ammunition—with the one advertising medium that can win and DOMINATE it for you. Ask your nearest Midwest Farm Papers office about the many forms of special cooperation available to users of the Midwest Unit.



## THE MIDWEST FARM PAPERS

CHICAGO—6 N. Michigan NEW YORK—250 Park Ave. DETROIT—New Center Bldg. SAN FRANCISCO—Russ Bldg.



# New York Is Bloody Battleground for Deal-Ridden Packaged Soap Field

When you put on an advertising campaign can you measure exactly the consumer-sales effect, and do you know the relationship between store displays and movement of goods over the counter? Here it is done in the soap field through inventory checks made by the Grocery Laboratory. Watch next issue for a coffee study.

A survey made by the Grocery Laboratory, and published exclusively in SALES MANAGEMENT; interpretive comment by

**PHILIP SALISBURY**  
*Executive Editor of SM*

**T**HE packaged soap market in New York is a constant battle royal between 15 major brands controlled by P & G, C-P-P and Lever Brothers. Not even the dominating brands can coast on their laurels. Couponing, sampling, 2-for-1 offers, consumer contests and premiums are used by all the companies. Once the pressure is lifted, sales drop. Then must come another strong shot in the arm or position is yielded to a competitor.

These are basic conclusions drawn from a seven-months' inventory study of New York independent stores, made by the Grocery Laboratory, a division of Burnett & Brenner. Through 75 carefully chosen food merchants who make purchase and inventory records available to the research organization, a complete picture is shown of sales results, coordinated with advertising pressure and point-of-sale displays.

These key stores are representative of population density, geographic location, economic status, and racial and religious groups. While no chain stores or super markets are included in the group, the organization's test studies indicate that the results are accurate for the market. It is found that in lines with strong competition from private brands, the percentage of private or purely local brands sold by independents, as compared with national brands, is about the same as with chains' own brands as against national.

The study of packaged soaps, made available exclusively to SALES MANAGEMENT by the Grocery Laboratory, covers a seven-months' period from the first of November to the end of May.

The accompanying chart and much

of the text deals with the ups and downs of Oxydol, one of the fastest movers in a chaotic field. A bird's eye view of the movement of all brands can be seen from this summary of consumer sales and percentage of distribution over a period starting November 1 and closing May 13.

	% of Stores Handling		% of Consumer Sales*		
	Nov. 1	Nov. 1	Jan. 7	May 13	
Rinso .....	99	20.9	21.5	20.6	
Selox .....	97	11.9	12.1	13.1	
Oxydol .....	99	11.6	10.2	9.1	
Lux .....	99	9.6	9.7	11.6	
Super Suds .....	97	8.4	9.0	6.0	
Concentrated					
Super Suds ..	85	7.2	3.9	5.2	
Ivory Flakes ...	91	6.4	6.9	6.1	
Silver Dust ....	81	4.5	6.1	6.6	
Kirkman Flakes. 83		4.4	3.8	3.6	
Octagon Powder 59		2.7	3.9	3.5	
Kirkman Powder 64		2.5	1.9	2.1	
Ivory Snow ....	71	2.3	1.5	2.7	
Gold Dust ....	88	1.9	3.0	2.6	
Chipson .....	64	1.4	1.5	1.3	
Kirkman					
Granulated ..	63	0.9	1.1	1.4	
Miscellaneous ..	—	3.4	3.9	—	

\* Number of packages sold.

A consolidated chart of the 15 brands over the seven-month period, plotted to show sales percentages at fortnightly intervals, is a confusing criss-cross of lines. Only Rinso, aloof at the top of the heap, was not crossed by a competitor at any period, but even Rinso felt the hot breath periodically. Its extreme lead over a competitor was 11 points, its smallest about 5. Selox and Oxydol passed and repassed each other on an average of once a month. So did Lux and Oxydol. Similar skirmishes, advances and retreats enlivened the battles between other brands.

It was necessary, because of space requirements, to focus attention on one product, and Oxydol's sales and mer-

chandising-advertising plans were selected as the example, but equally violent ups and downs were shown by a half-dozen other brands.

## Oxydol's One-Cent Bowl Offer

All through October Oxydol pounded home its "Hi-Test" theme and then on November 10 broke its one-cent bowl offer in a heavy seven-newspaper schedule. Consumer demand appeared immediately, but distribution as of that day was very spotty. By the following Monday dealers were complaining that they had requests that they could not fill. A number of stores had not even been told of the offer, others had the deal on order but did not receive it in time. Where the deal was received the retailers rushed to display the bowl and by November 14 the number of stores displaying the special Oxydol deal was 24%—double the number of displays found during late October and early November.

By November 28 the bowl had reached maximum distribution, 55%, and sales of Oxydol had reached a peak. Even at this late date a few dealers had not seen a salesman and had been unable to order. By December 14 sellouts had decreased the bowl distribution to 33%, by December 26 to 20%. The bowl was popular with customers and was well received by dealers. The money investment was quickly returned; the dealer was able to pass along a bargain to his customers and at the same time did not, through selling two for the price of one, curtail any future sales.

But by mid-December the effect of the bowl offer was over and consumer sales had fallen from 13.6% to 9.4%.

## The Jingle Contest

Over the New Year period Oxydol, without any new merchandising deal or new advertising push, started a modest comeback and gained about 1% of the market. This wasn't enough to satisfy P & G. During the week of January 15 Oxydol broke a jingle contest in newspapers and in color magazine pages. For 20 consecutive week-days, January 23 through March 3, they offered eight \$100 prizes and at the end of each week the best of 40 prize-winning jingles won an added \$1,000. Oxydol's radio programs pushed the jingle contest. During this period in scattered districts P & G ran neighborhood coupon sampling, offer-

SALES MANAGEMENT

# **WHERE WILL BUSINESS BE BEST in October — November — December ?**

For the answer see page 12, October 1 issue of Sales Management.

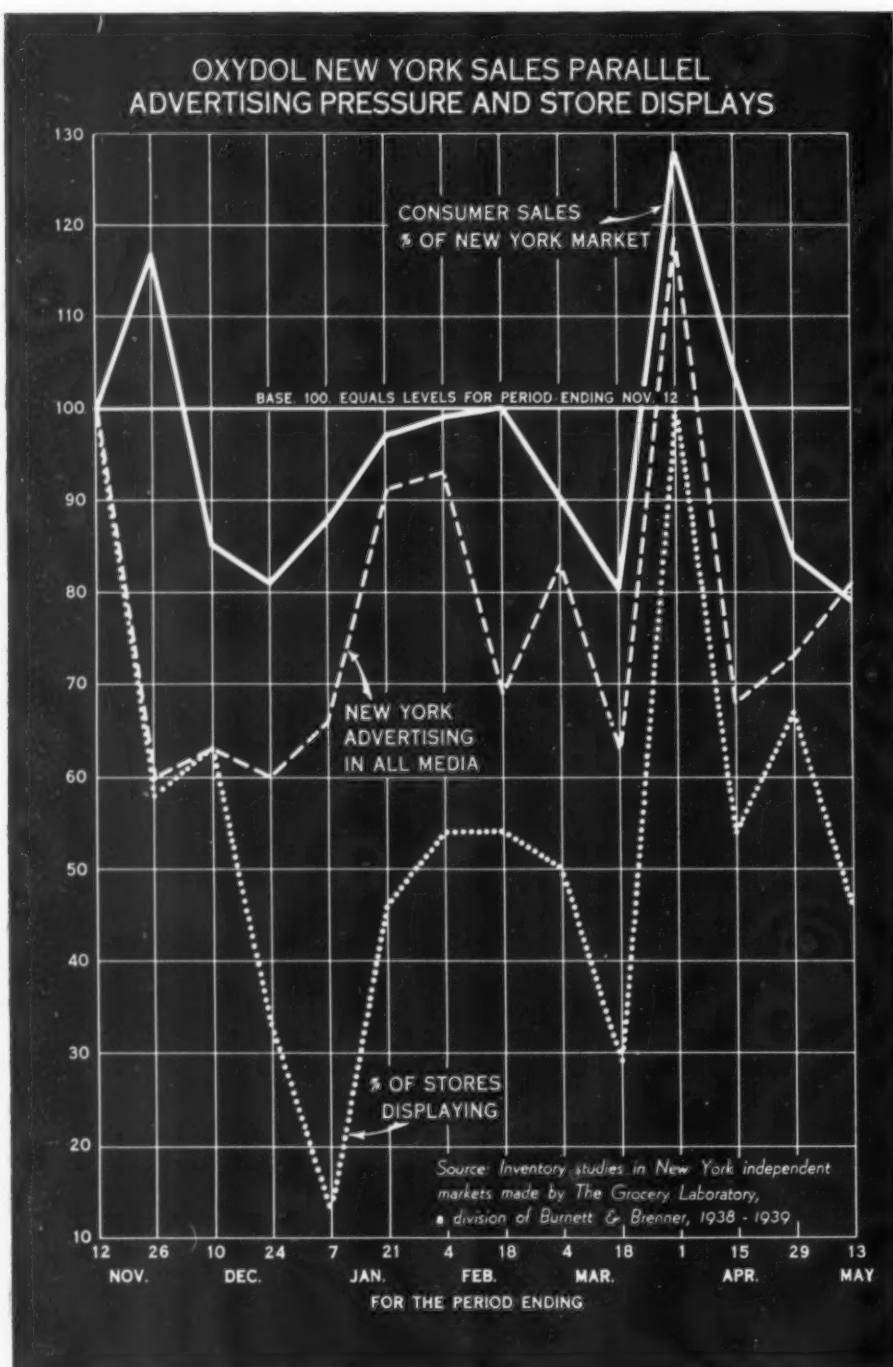
Ten years ago this magazine started its exclusive annual Buying Income estimates. Today they are used by thousands of organizations in sales and advertising planning.

One year ago Sales Management started to keep these annual estimates strictly up-to-date by publishing monthly income breakdowns by states and sections.

NOW — as the result of months of planning and checking — Sales Management announces a projection of income estimates three months ahead.

Page 12 of the October 1 issue will show by map and tables where incomes will be greatest, where increases over a year ago will be largest, for three months ahead. It will be a regular monthly feature. The companion feature, Future Sales Ratings, page 10, will show by industries where business will be best.





During a 28-week period Oxydol's percentage of the New York independent store packaged soap market ranged from a low of 9.1 to a high of 14.8%—but the movement was no gentle curve. Violent ups and downs occurred as a result of its own advertising and merchandising and that of its competitors.

But because the chart shows a generally close coordination between sales and advertising, and between sales and displays, there is clear indication that P & G can reasonably control its own destinies.

Sales, advertising and displays are plotted on a ratio basis, with the base, 100, being the November 1 starting point. Advertising includes the amounts spent in New York newspapers, transit cards, and on radio stations, plus New York's pro-rata share of magazine space. Radio pressure remained fairly constant during the period, and the ups and downs of the advertising curve are largely a measure of differing newspaper advertising support. Displays were a composite of window, counter, floor,

ing two cakes of P & G soap free upon presentation of the coupon and purchase of the large-size package of Oxydol. In Jewish sections the contest and coupon displays were printed in Yiddish as well as English. In two weeks' time displays in Jewish stores jumped from 3% to 11%.

Rinso was relatively inactive at the time so far as deals were concerned, and so was C-P-P with Super Suds. But the latter company on Concentrated Super Suds added a heavy campaign in Sunday color magazine sections and the effect was noticeable in a 2% increase in their share of the total market. Kirkman Soap Flakes entered newspapers for the first time during this period, gaining a big increase in number of displays but only a slight increase in sales.

Through January Oxydol continued to promote its jingle contest, but with emphasis switched from newspapers to radio. Sales leveled off during the period. Sixty-line copy in four papers called attention to the contest announcements on radio programs, but most of the newspaper insertions were regular "Hi-Test" copy. A number of dealers during that period pushed the coupon sampling plan, but when Oxydol was sold out the retailers substituted Rinso, and, according to the report of observers, the customers got the two cakes of P & G laundry soap with either, and seemed satisfied.

### Less Displays, Less Sales?

Dealer displays during the jingle contest were much less frequent than during the preceding bowl offer and the subsequent deal on Glasbake. Refer to the accompanying chart: There is a strong implication that lack of displays kept sales from rising to the previous peak.

During the middle of February Oxydol's New York City advertising expenditures dropped from the \$17,000 January level to about \$13,000, and sales took a nose-dive which wasn't checked until mid-March. The jingle contest wasn't to expire until March 3, but maximum consumer sales were reached in the February 5-18 period. In late February the company increased its newspaper schedule, using coloroto and color comic, together with small-space insertions calling attention to "last chance to enter the jingle contest." It was too late. The last full month of the contest found sales going steadily downward.

A full picture of this hotly-competitive packaged soap field shows deals of one kind or another being used on practically all brands. Rinso was couponing neighborhoods, the coupon being good for 10 cents toward the



purchase of a large-size package. Lux was couponing on Rinso as well as its hand soaps. Concentrated Super Suds in the same period and in the same area used a coupon sampling plan, with consumers being told to "buy large-size; get two cakes of Palmolive soap free." Selox had no deal, but chains started to sell it at less than 10 cents, and the practice was followed by the independents. Other brands had merchandising deals of some form or other.

### Oxydol's Glasbake Offer

Procter & Gamble is not a company which will allow sales to go off rapidly without making a serious attempt to check the downturn. Oxydol sales during the March 18 fortnight were only 9.2% of the market. On March 30 the company announced in newspapers a one-cent Glasbake offer. To get this "20-cent value," small-size baking dish for one cent the consumer had first to purchase the large-size package of Oxydol, a package made up especially for this special offer and which called, of course, for restocking by the dealers.

Distribution of the special deal hit 35% around the first of April and sales bounced upward to a new high of 14.8% of the market. Before that offer, and running concurrently with it in many neighborhoods, was P & G couponing, offering two cakes of P & G laundry soap free with a purchase of a large box of Oxydol. Coincidentally with the one-cent offer came an increase in Oxydol displays—a jump from 7% to 24% of stores, the highest number since the bowl offer in mid-November. The sales gain was registered entirely on the large-size box.

During this period of Oxydol's ascendancy, Rinso, leader of the New York City area, continued couponing, but on a slackened scale, and made no increase in the advertising appropriation. The Oxydol gain during the April 1 period was made largely at the expense of Rinso and Selox.

By the middle of April the shot in the arm administered by the one-cent Glasbake offer had begun to lose its effectiveness. The special Glasbake merchandise had dropped in distribution from 35% of the stores to 33%, stocks of the special package were low, and the major effect of the deal was past. Displays dropped from 24% the first of April to 13% on the fifteenth.

By April 29 Oxydol sales had dropped back to a level practically identical with that which was being maintained prior to the Glasbake offer. Some stores had replaced the Glasbake offer with a special deal on the small-

SEND FOR FREE  
INDUSTRIAL BRIEF  
ABOUT JACKSONVILLE

MAIL COUPON  
BELOW



LET US  
SHOW YOU  
WHY

Jacksonville  
Florida  
Offers

## Marked Advantages To Industry and Business

The same compelling factors that caused the U. S. Navy to select Jacksonville as the site for its new \$15,000,000 Southeastern Air Base merit your consideration of Jacksonville as a strategic location for your industry, branch-plant, business or marketing unit.

With superb transportation facilities and nearby raw materials, Jacksonville offers special opportunities to the aircraft and aircraft parts industries, to makers of wood

products, kraft wood pulp and paper, rubber tires, glass, ceramics, paint and varnish, chemicals and food and tobacco products.

Jacksonville scores high in all of the dominant elements affecting new industrial establishments or plant relocations.

## Investigate JACKSONVILLE

On request we will supply you with a special "brass tacks" survey showing Jacksonville's suitability for your needs. This service is **free**. Ask for it.

**FREE MAIL COUPON TODAY**  
for free industrial brief on Jacksonville

### INDUSTRIAL COMMITTEE

Dept. G - Chamber of Commerce  
JACKSONVILLE, FLORIDA

Please send me a copy of "Industry Southward Ho!"

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

• **LABOR** — is cooperative with ample supplies of native-born skilled and unskilled workers available. Labor disturbances are rare.

• **POWER and FUELS** — the municipally owned electric plant provides adequate power at low cost. Fuels are cheaply obtained due to Jacksonville's eminence as a rail center and seaport.

• **LIVING CONDITIONS** — an ideal climate, low living costs and extensive recreational and educational facilities contribute to pleasant living.

• **TRANSPORTATION** — four trunk line railroads, deep water harbor with regular steamship service to Europe, South America, Pacific, Gulf and Coastwise ports. Trunk-line air service. Truck service throughout the Southeast. Favorable freight rates.

• **TAXES** — no state income or sales taxes. No state inheritance tax. Special exemptions through 1948 for many industries.

• **LAND and CONSTRUCTION** — Costs for both are low.



## "THE WORLD'S GREATEST HOTEL"

fronts the blue waters of Lake Michigan, on beautiful Michigan Boulevard. It is ideally accessible to Chicago's business district; and to that profusion of wonders—industrial, cultural, educational, and entertainment—for which Chicago is so justly famous. The service is planned with care and discrimination.

JOSEPH P. BINNS,  
General Manager

THE  
**Stevens**  
HOTEL  
CHICAGO

size Oxydol box, whereby the consumer bought one package at the regular price and got another for five cents.

By the middle of May the Glasbake offer was only a memory and the company was concentrating its Oxydol efforts on the distribution of coupons entitling the holder to the two free bars of P & G laundry soap with the purchase of a large-size box of Oxydol. Rinso in the meantime had done a widespread sampling job of a 10-cent coupon and the effort was so successful as to markedly increase the margin between Oxydol and Rinso.

At the end of October Oxydol had 11.6% of the market, Selox 11.9%, Rinso 20.9%. Six-and-a-half months later Oxydol had 9.1%, Selox 13.1%, Rinso 20.6%. The cumulative picture was a bit more flattering for Oxydol. During the October 30-January 7 period the brand had 11.1% of the New York independent market, but over the April 2-May 29 period it secured 12.6% of the available trade.

(EDITOR'S NOTE: Another inventory and advertising study in the food field, made by the Grocery Laboratory for SM, will appear in an early issue.)

## Sales Ideas and Sweat Beat Down Summer Slump for Globe

(Continued from page 32)

were offered free with the purchase of various stoves in the line. These included an electric whistling teakettle, an electric food mixer, a ten-piece set of Mirro aluminum ware. The premium was offered in addition to a trade-in allowance on the purchaser's old stove. Average value of trade-ins was \$20.

Extensive local newspaper advertising tied in with the Week, and the campaign generated considerable newspaper publicity. One news-making feature was a Globe-promoted industrial parade on Tuesday evening of the Week, gay with floats, bands, and colored flares. "Even the ball team is a winner!" proclaimed banners carried by Globe's industrial league champion ball team in the parade. The banquet for distributors and dealers, made decorative by the presence of several pretty "Globe American Stove Queens" chosen by popular vote of Kokomo citizens, was also a publicity-getter.

Company-supplied pennants, posters, streamers, etc., promoting the Week and the Globe line, enabled dealers to build attention-arresting window and

floor displays. A traveling display, housed in a trailer, was parked opposite the various dealers' stores to catch the eye of even the most casual passerby.

Promotion for the Week was so well planned and integrated, however, that it cost little in relation to the results achieved. A total advertising expense of \$1,016, plus hard work, brought \$31,063 in retail volume, \$12,425 in profits to dealers at a net cost to them of \$508—less than 2%.

The idea of the "Dutch Oven Days" originated naturally enough. The Dutch oven principle of cooking has been employed in Europe for centuries. It was brought into America in colonial days. It is the idea of building a fire in an oven so insulated that it will hold the heat a long time. The fireless cooker was a variation of this idea.

The early Dutch ovens were merely heavy masses of stone or brick which, when made hot, cooled very slowly. Our ancestors used to heat their Dutch ovens the day before, fill them at night with foods to be cooked, go to bed and let the stove do its work. In the morning everything was cooked.

No finer, more flavorsome method of cooking has ever been devised. The Globe company has designed and patented a modern version of the Dutch oven and has incorporated it into its handsome, new, streamlined models.

## Union Carbide Buys Bakelite Corporation

On November 14 a transfer of assets is scheduled by which Union Carbide & Carbon Corp. buys the Bakelite Corp., exchanging 187,000 shares of Carbide for Bakelite's holdings—1¼ shares of Carbide common for each share of Bakelite preferred, the remainder of the common to be divided ratably among Bakelite stockholders. The purchase was announced after an August 29 meeting of Union Carbide's board of directors. Bakelite will continue to operate from its present offices and plants, with no noticeable change of active personnel. Gordon Brown remains as general sales manager and his brother, Allan Brown, as advertising manager.

The absorption will increase the use of Carbide's chemical raw materials by Bakelite. The coordination of all the facilities of both companies is expected to result in the improvement of the products of both and the development of new plastic materials. "Bakelite" is already well known for its innumerable uses. Carbide also has been producing vinyl resins including "Vinylite" for laminating safety glass and "Vinyon" for the production of yarn.

SALES MANAGEMENT

# The sales you make tomorrow

*must be planned*  
**TODAY!**

1940 faces you, Mr. Salesmanager, with new, untried conditions. You can't afford to experiment. You can't look back to what you did in 1914. And there's no time for stop-gap sales-detailing, nor for wishful thinking. You've got to have facts!

RIGHT NOW and during the long months to come, it will be more important than ever before to know the shifting requirements, preferences and prejudices of the consumer as they will affect your products.

RIGHT NOW, the factual reports of experienced Ross Federal Research interviews will ruthlessly pare away controversial opinions and uncover the vital forces which will make your 1940 sales profitable.

RIGHT NOW; when scientific research is proven as the positive and authoritative method to determine the most effective sales plans, let us show you how you can plan for your sales tomorrow.

**YOU'LL NEED RESEARCH IN 1940!**  
*Put it in your Budget Now*

1940 brings troubled horizons for American business. That means you will have to feel your way more carefully and more surely than ever before—you will have to know the coming changes in buying habits in advance. Go to your consumer frequently, the personal, scientific way, through research. Put aside an allowance now in both your sales and advertising budgets. For research will surely be a budgetary requirement in 1940.



**ROSS FEDERAL RESEARCH CORPORATION**

18 EAST 48th STREET, NEW YORK CITY



# Sun Oil Cuts Employee Turnover, Fosters Esprit de Corps, through Common Stock Purchase Plan

About 75% of Sun workers who have been with the company for one year or more either own a block of stock or are now systematically saving to buy stock. For every \$1 the employee sets aside, the company adds 50 cents.

**E**Mployees of Sun Oil Co., Philadelphia, are partners in the corporation's profits, and both workers and management are thereby bound together for mutual benefit.

Such a community of interests is becoming increasingly popular in American business, resulting in stability, lowered costs, rising revenues. Sun Oil has had an employee's stock purchase plan in operation since July, 1926. In addition to giving the worker a vital stake in the company, it is also an excellent savings system for him. No employee is compelled in any way to participate in the profit-sharing. Nevertheless, 75% of those eligible have voluntarily joined.

## Series of "Five-Year Plans"

The plan itself, in its workings, is really a series of five-year plans which have been in continuous operation since they started in '26. Each one is materially the same. Any person who has been in the employ of Sun Oil or any of its operating subsidiaries for one year prior to the time of his application is eligible to participate. Each worker may specify that up to 10% of his wages is to be set aside each pay day during a period of one year from the start of the plan. For each dollar he specifies, the company adds 50 cents.

These funds are placed in trust with three trustees who are responsible for the operation of the plan. They convert them into company stock (common), and retain all shares for another four years after the one year's payments have been completed. As the trustees receive the money they purchase stock at the best price in the open market, from individuals or the company.

If an employee's relation with the company is terminated voluntarily or involuntarily during the five-year period, he must withdraw from the

plan, whereupon he receives the stock purchased by his own contribution, but not the company's contribution. That part goes into a surplus account of the plan and is pro-rated at the time of dissolution among the remaining participants, together with accumulated dividends and interest, according to each individual "stake" per share of stock in the plan. If an employee becomes disabled or dies within the period, he or his heirs get full share of his participation.

During the five-year period, each employee gets all cash dividends from the stock held by the trustees for him under the plan. If he withdraws from the plan before it is completed, but still remains with the company, he receives 6% on the money he invested, less any dividends received.

At the end of each plan, the shares of stock purchased with his and his part of the company's money are transferred permanently to the employee to do with as he wishes. It has been found that a majority of these employee stockholders hold onto their shares after they get them, although some older employees have used the plans as a systematic savings basis for purchases of their own homes. Going into each yearly plan as it comes along, they know they will have so much at the end of each year, and can count on this money from the sale of the stock to make home purchase payments.

## Optional Aspect Stressed

There are about 9,500 Sun employees in the oil division, and 75% of those eligible have shared one or more times in the plans. There have been 14 plans so far, nine of which have already been liquidated. On June 30, 1939, approximately 15,000 shares of Sun Oil common stock went to company employees, participants in the ninth of the series of the stock purchase plans, known as the 1934 Plan. On July 1 announcement was made in-

viting membership in the 14th or 1939 Plan.

In a foreword to one of the plan announcements circulated among employees, J. Howard Pew, president of Sun Oil, explained:

"The beneficial result of these plans as a saving medium to our employees has very greatly exceeded our anticipation, and we hope that as many of our employees who are eligible to subscribe will take advantage of these offerings. The acceptance of the plan, however, is entirely optional with each employee, and there will be no discrimination for or against any one because he does or does not participate.

"The plan for each year, as authorized by the board of directors, is distinct and separate from all other plans, and an employee may participate in as many or as few of the plans as he wishes. Participation in the plan for one year will not preclude an employee from participating in the plan for the succeeding year, nor will failure to participate in any plan preclude him from participating thereafter."

An outline of the 1939 plan circulated in "Our Sun," employee magazine of the company, ended, "However, whether or not any employee participates is entirely up to that employee." The italics are Sun's.

## Fosters Efficiency, Enterprise

The benefits to Sun employees of these plans which operate with so much flexibility of choice and circumstance in participation are obvious. The benefits to the company have likewise made it worthwhile to continue them from a management standpoint. Company officers feel that any welfare or savings plan goes a long way toward keeping good employees on the payroll. Manpower turnover at Sun is negligible, for which they give the stock plan credit as a contributing factor.

"What's more," said a spokesman for the management, "a happy and contented employee is a good investment; he can work better if he isn't worrying about the security of his job, and if he has a stake in the future. We believe the plans also make for efficiency and enterprise, as holding stock in the company they work for makes our workers feel they are partners in the business, and the more successful it is, the more successful they'll be. We can't draw any charts to prove this end of it—it's an intangible like good will and other factors—but we believe in it enough without actual proof to continue the plans and consider our share in them a good investment."

## "Presidential Timber" in Business: What Qualities Make It?

(Continued from page 20)

turning to sales-trained men to head their companies. They are conceding that getting sales is their biggest problem and probably will be for many years to come.

Owners are beginning to appreciate, to use the words of T. Russ Hill, president of Rexair, Inc., that "we have developed our production, research and engineering to a maximum point, but at the same time we have found that that does not move merchandise. The entire fabrication in merchandising in the last few years has become almost wholly one of sales. The thinking of the sales executive has become more in demand for the purpose of correlating the entire picture in order that the flow of the business will be into the proper channel. I believe that in the future you will find more and more sales executives being elevated to the presidencies."

### Sales Manager-President

Colonel Hill is himself a fine example of the sales manager-president. He furnishes his company with a type of inspirational leadership that brooks no opposition. Every Monday his salesmen receive a sales message from him. These letters have become famous. Not only do they galvanize salesmen into fighting action, but they have the character of real literature.

Colonel Hill is representative of the new kind of president. He started out as a salesman. From there he was made branch manager. His next promotion was to division manager. Proving himself a highly capable executive he stepped up into the general manager-ship. Finally he attained the presidency. Among his many qualifications for that job is the essential one of knowing his line of business from the ground up.

Another president who has had much the same sort of training for his present post is in the same line of business — J. H. Nuffer, president of Air-Way Electric Appliance Corp. He has been with his company since 1923. He started as a house-to-house salesman, and rose through the ranks until he reached the top. Fate had been training him for the presidency from the day he went to work for the company.

One reason why the electric appliance industry has made such progress is because of its partiality to sales-



## EVER See TIME FLY?

Just "clock" AIR EXPRESS—you'll find 3-mile-a-minute service right to your door! Samples, style goods, printed matter, spare parts—even light machinery fly nation-wide by Air Express—2500 miles overnight. Low cost, smart sales psychology! Use this super-swift shipping service to step-up sales in any line you feature. Complete coverage via 232 key cities in U. S. and Canada with fast air-rail service to off-airline points. Direct to Latin America, Hawaii and the Far East. Merely phone Railway Express, Air Express Division for action.

FREE booklet, "Air Express for Bigger Profits." It tells you how! Write Dept. 14, Air Express Division, Railway Express Agency, 230 Park Avenue, New York, N.Y.

## AIR EXPRESS



There is no doubt that

## BUSINESS IS GOOD IN AKRON . . .

when Summit County shows 30.7% INCREASE IN SALES TAX COLLECTIONS

- Summit County has paid \$1,429,527.15 into the Ohio treasury through sales tax for the first seven months of this year, according to State Treasurer Don H. Ebright.
- This figure is 30.7% over the \$1,093,649.26 collected locally during the same period of 1938. For the week ending Aug. 5, Summit County collected \$43,156.12 compared to \$33,269.44 for the same week last year, an increase of 29.7%.

Ohio Sales Tax is 3% on all articles, excepting food.

This is ample proof that the alert, free-spending Akron Market is ripe for intensive sales promotion. Complete coverage at one low cost is available in the

## AKRON BEACON JOURNAL

ESTABLISHED 1839

REPRESENTED BY: STORY, BROOKS & FINLEY



trained presidents. Fred Wardell, long president of Eureka Vacuum Cleaner Co., was that company's first salesman and only one for a time.

H. L. Brooks, president of Coty, Inc., has had a similar history. He started as office boy. Later he became stock clerk. Then he was sent out on the road. In a few years he was sales manager. On the way up, Mr. Brooks even became Coty's treasurer.

Generally the best presidents are home-grown. The success of the Yankees in baseball is due largely to their farm-club system, where they grow their own players. Likewise companies should raise their presidents. E. H. Little, president of Colgate-Palmolive Peet Co. is a home-grown chief executive. He has been with the company since 1902, starting as a salesman. By 1933 he was vice-president in charge of sales and advertising. Two or three years ago he achieved the top rung. Mr. Little knows every detail of the toilet goods business from the ground up, particularly from the side of the market. Probably no one in the company is so well informed on the manifold affairs as he. That is one qualification for the presidency. Mr. Little has a more important gift, however — his ability to delegate, a qualification that too many sales managers lack.

### These Have Sales Backgrounds

Perhaps there is no more potent reason for the success of General Foods than that it is soundly organized from top to bottom and that each key post is manned by a crackerjack executive. That the corporation knows what its objectives are and knows how to attain them is proved by the fact that its president is a highly accomplished sales executive — Clarence Francis. General Foods' business is to get sales and Mr. Francis knows how to get them.

Mr. Francis is proud that he started his career as a "prune peddler," with Corn Products Refining Co. Later he went with Ralston and eventually with Postum, rising step by step until he attained his present exalted position in 1935. Significantly, Mr. Francis spent his entire business life in the food industry.

Anyone who knows anything about Libby-Owens-Ford Glass Co. must know that its present, John D. Biggers, has contributed mightily to its success. He is an executive who keeps his eye on every division of the business, but never forgets that the company derives its profits from sales. Mr. Biggers started life as a \$11.21-a-week salesman.

When Studebaker Corp. got in dif-

ficulties several years ago, the man who was called to bring the company back was Paul G. Hoffman, its president. Mr. Hoffman received his executive training in the sales field. He got automobile grease in his blood when he was foreman of a repair shop in Chicago. From here he began to sell cars, landing with Studebaker after a time.

Men who make good as sales and advertising executives in one job are frequently called to the presidency of other organizations in a similar line of business. Thus L. C. Quackenbush stepped from the Tide Water Associated Oil Co. to the presidency of the Alliance Oil Corp. Arthur H. Deute has been president of National Brewing Co. for several years. He was called there from the advertising managership of the Ruppert Brewing Co. Previous to that he had been general sales manager of the Borden Co.

That fine old chemical concern, the Pennsylvania Salt Manufacturing Co., has been running up enviable records during most of the last troublous decade. One reason for this record is President Leonard Beale. For years Mr. Beale headed National Lead Co.'s Philadelphia subsidiary, Lewis Lead Co. He was long a member of National's sales committee, of which O. C. Harn was the brilliant chairman. Asked to head Pennsylvania Salt in the late '20's, Mr. Beale has been giving that company the benefit of his long training in executive sales work.

A current example of an executive's going from the sales head of one company to the presidency of another is Joe Frazier. Mr. Frazier recently became president of Willys-Overland Motors Co. For years he was chief of Walter Chrysler's sales division.

A man who can sell and is able to direct salesmen nearly always makes a capable president, provided he knows that line of business. Unfortunately, though, star selling ability and outstanding executive ability are seldom found in the same man. But when they are found together, you have a business leader. Such a man is Amon G. Carter, president and publisher of the Fort Worth *Star-Telegram*. Not only is he a very successful publisher,

but he is Texas's spark plug as well. Almost everything that Amon touches, whether in publishing, sports or civic promotion, blossoms into the realms of the colossal.

He learned how to put things over as a portrait salesman, which was his first job. He has sold everything from peaches to mergers. However, he would still be just a salesman, though probably a handsomely paid one, if he had not learned to organize, to deputize and to get things done through others.

For a concrete example of exactly how the right sort of a sales manager-president builds a business, we need look no further than Maurice Stanley, president of the Fafnir Bearing Co. Mr. Stanley became sales manager of Fafnir when it was still a comparatively small business, but it was beginning to grow rapidly. Ball bearings at first had only one market — bicycles. By the time the Fafnir Bearing Co. was started in 1912 the automotive industry was the principal field for anti-friction bearings, and it remained so for several years. Gradually, however, Fafnir opened up other industries until today scores of industries are using anti-friction bearings. (By this time, Mr. Stanley was president.) Always some of these markets are booming. Right now it is the airplane market that is humming. Tomorrow it may be something else. The anti-friction industry has become a fairly stable business, regardless of economic conditions, because of its diversity of markets.

### Trustworthy Formula

Now, of course, Maurice Stanley is not solely responsible for this condition and neither is Fafnir. Nevertheless Fafnir took a leading part in this development because it was fortunate in having a sales-minded president. Mr. Stanley constantly keeps his fingers on the pulse of the market, and has insisted that his company always be ready from an engineering and production standpoint for each new market that comes along. In fact, Fafnir has gone out to meet the new market the moment it showed any signs of life.

To sum up, here is a formula for selecting a president:

1. He must have outstanding executive ability.
2. He should have had broad experience in the line of business he is to head.
3. He must have been in training for the presidency.
4. He should be selected because of his special ability to deal with the company's main long-range problem.

SALES MANAGEMENT







## The Atlantic—Author-Maker

The *Atlantic*, Boston-born "quality" monthly, announces its seventh fiction contest, offering \$10,000 for the "most absorbing, unpublished novel submitted before April 1, 1940," one-half of the award to be given in cash and the remainder to be advanced on account of book royalties.

The *Atlantic's* fiction contests are staged once every two years, alternating with its \$5,000 non-fiction competitions. Conducted since 1927, these contests swamp the publishers with hundreds of manuscripts of heterogeneous shapes, postmarks and quality. They come from authors whose names are well known, from future critics' "discoveries," from writers whose work probably will never see print.

These contests carry on *Atlantic's* 83-year-old tradition of "creating" prominent and highly successful authors. It has accepted for publication many works, both fiction and non-fiction, after their refusal by other well-known magazines, and boosted their authors to fame and wealth.

Consider the case of James Hilton, an English writer who is reported never to have made more than £500 a year, whose "Goodbye Mr. Chips," published in *The Atlantic*, zoomed in book form to 160,000 sales in two years, carrying with it to success his "Lost Horizon," written five years previously and marketed with but meagre success.

Only recently there appeared Gilbert Seldes' "Errors of Television," which indicated such comprehensive and practical understanding that its author was at once engaged by the Columbia Broadcasting Co. as a television consultant. It was *Atlantic* that published the first account of World War battlefield horror to be written by a participant—James Norman Hall, who drove an English ambulance. There followed Nordoff & Hall's best sellers—"Falcons of France," "Mutiny on the Bounty," "Men Against the Sea" and "Pitcairn's Island." Practically unknown was Mazo de la Roche until "Jalna" won *Atlantic's* \$10,000 fiction award for 1927, after which came several other fiction successes by this author.

In addition to these annual contests, the publication regularly encourages budding writers through its Contributors' Club, a department started more than 50 years ago during the editorship of William Dean Howell. This department, where acceptable manuscripts net checks up to \$250, has long been a medium for developing those writers who may not aspire to book length fiction and non-fiction.

So important has this author-finding been that a 1938 advertising campaign based upon these data won for *Atlantic* a national advertising award. Placed through BBDO and appearing in business papers, the series told of specific cases built around the basic theme, "A great editorial policy provides a great advertising opportunity."

The magazine's association with prominent authors dates back to before its founding in 1857, when such outstanding men as

Henry Wadsworth Longfellow, Oliver Wendell Holmes, John Lothrop Motley, James Russell Lowell and Francis H. Underwood gathered at Boston's historic Parker House "to consider establishing a new literary and political magazine." In the interest of the anticipated venture, there sprang up the informal Atlantic Club whose dinner meetings were extremely jovial affairs, lasting for as long as five hours and sending its diners zigzagging home, according to M. A. DeWolfe's "The Atlantic Monthly and Its Makers."

At one dinner, the first ever attended by ladies, there was noted the absence of "the thawing influence of wine," a condition rapidly remedied when, one by one, the gentlemen spoke quietly to the waiters and promptly obtained drinking glasses filled with "rosy hued" liquid. A few dinners were held at a North Cambridge tavern, kept by a Mr. Porter, famous for his Porterhouse Steak.

It was Dr. Holmes who named the publication *The Atlantic Monthly Magazine*—the words *magazine* and, later, *monthly* being dropped in preference to a shorter and more popular title. Lowell became its first editor and under his direction there appeared in the magazine such outstanding works as "Autocrat at the Breakfast Table," "The Man Without a Country," "Washers in the Shroud" and "Barbara Fritchie."



Atlantic Editor Edward A. Weeks—served an 18-year apprenticeship at picking literary winners.

Since its founding 83 years ago, the publication has had but nine editors, including Edward A. Weeks, who assumed editorial leadership in June, 1938, following the 29-year reign of Ellery Sedgwick. Mr. Weeks joined the department in 1920 as a reader, advancing to first reader, editor of the book publishing division and editor of *The Atlantic*. He is a prominent lecturer whose bookings take him annually to all parts of the country.

*Atlantic's* present publisher is the Atlantic Monthly Co., founded in 1908 to acquire the business from its predecessor, Houghton, Mifflin & Co.

Throughout these years, during which the magazine has withstood the elements of time, change, war and business depression, it has steadfastly adhered to the use of uncoated papers, without illustrations of any kind. Its reader interest is in its text. In spite of the growth of photographic appeal in popular magazines, *Atlantic's* circulation continues in excess of 100,000, with



*Behind Every Salesman is the Shadow of a Woman*

The impelling force behind the average man's accomplishments is his wife and family. Stimulating family interest in your salesman's efforts is profitably accomplished by Merchandise Prize Awards.

for details write

**CAPPEL, MacDONALD & CO.**  
DAYTON, OHIO

DETROIT • NEW YORK • CHICAGO • ST. LOUIS  
CLEVELAND • LOS ANGELES • DALLAS  
SALES CAMPAIGNS • PRIZE AWARDS

## ADVICE TO TRAVELERS:

...Who Want More Time at Home!



**DO YOU KNOW:** thousands of men practically eliminate nights on the road... enjoy more time at home—by flying!

**CHICAGO-TO-NEW YORK** ordinarily takes 16 hrs. You do it in 4 via TWA! 8 flights a day each way. Fare, \$44.95.

**COAST-TO-COAST**—overnight via the fastest service—TWA's "Sky Chief."

10% Discount on Round Trips!

PHONE Travel Agent or TWA for rates anywhere.

Transcontinental & Western Air, Inc. 8M9  
Kansas City, Missouri  
Send FREE BOOKLET on TWA service to both Fairs—with stopovers at Boulder Dam and Grand Canyon!

Name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_



**SHORTEST, FASTEST  
COAST-TO-COAST**

0% among persons under 40 years of age and close to one-fourth among persons not yet 30 years old.

In September, 1937, came the biggest change the magazine had shown in a long time—the publishers added 32 pages and launched the policy of completing a book-length novel every four months. By means of this serialization, the reader receives three best sellers each year and the advertiser receives text opposite all general advertising. With this shift in policy came a boost in subscription rates from \$4 to \$5 a year. Despite this price rise, the publication has scored a financial success and its publishers consider it one of the most important steps ever taken.

*Atlantic* carries more publishers' advertising than any other general magazine in America. For its book department, "The Atlantic Bookshelf," reviews are assigned to various authorities in their respective fields, for dependable and comprehensive analysis. In volume of travel advertising, the magazine has for the past ten years been one of the first ten.

The *Atlantic* was for several years member of a group of six quality magazines soliciting advertising for simultaneous appearance in each. This group-selling policy was discontinued in January, 1934, when Merrill C. Welles, for 12 years New England and New York manager for *House Beautiful*, became advertising manager.

### Roy E. Larsen Is Elected President of Time, Inc.

Roy E. Larsen, publisher of *Life*, was elected president of Time, Inc., last week at a special meeting of the corporation's board of directors. Mr. Larsen succeeds Henry R. Luce, who will continue as chairman of the board and senior editor of the company's publications, which are *Time*, *Life*, *Fortune*, and *Architectural Forum*.

Forty-year-old Mr. Larsen, once a director of *The Saturday Review of Literature*, had been a vice-president of Time, Inc., since 1927. He became publisher of *Life* in 1936, when it was founded.



Roy Larsen

### ANPA Lists Leading Newspaper Advertisers for 1938

According to the comprehensive report, entitled "Expenditures of National Advertisers in Newspapers," issued by the Bureau of Advertising of ANPA, R. J. Reynolds Tobacco Co. led all newspaper advertisers in value of space used during 1938. Liggett & Myers was second, and General Motors third. The report is based on Media Records figures covering space bought by all national advertisers spending over \$25,000 in newspapers of 780 cities of over 10,000 population. This is the first time dollar expenditures for national advertisers in newspapers have been published on such a complete basis.

The report says the aggregate expenditures of 622 advertisers (\$123,537,724) represents 83.1% of all national advertising expenditures (\$148,713,036) in the newspapers measured by Media Records.

R. J. Reynolds spent \$6,538,447 to attain first place; Liggett & Myers, \$5,646,153, and GM, \$5,131,475. Others, in the order

named, were Chrysler, \$3,391,903; Lever Bros., \$2,896,080; Ford, \$2,576,835; Procter & Gamble, \$2,445,827; Schenley Products, \$2,400,154; Sterling Products, \$1,751,516; Colgate-Palmolive-Peet, \$1,732,783; Kellogg, \$1,682,693; and American Tobacco, \$1,632,181.

A table of total national advertising expenditures by classifications shows that the grocery, automotive and tobacco industries were the leaders in total expenditures in 1938, as they have been for many years. Groceries advertising totaled \$30,349,239 in newspapers; automotive products, \$21,873,391, and tobacco products, \$17,576,442. Other leading classifications were alcoholic beverages, \$16,744,559; medical, \$11,151,231; toilet requisites, \$9,873,902; transportation, \$9,277,669; public utilities, \$6,470,736; publications, \$6,144,676, and housing equipment and supplies, \$4,594,010.

### Nashville Tennessean Speaks Out on the Coming of TVA

It is entirely within the realm of possibility that the coming of the TVA and the resultant improved living conditions to the "people in the valley" will be a strong factor in increasing the value of the Tennessee Valley market. This possibility, and what the inhabitants of this area expect of this vast governmental project, was discussed in great detail by the *Nashville Tennessean* in one of its recent issues.

Editorial treatment of the subject disclosed many instances of savings among consumers of electricity in both cities and rural areas. Experiences of Tennessee towns and counties now distributing TVA electricity have shown that cheaper rates result immediately, generally accompanied by increased consumption of electrical energy. TVA rates, it is stated, are lower by 37% and more, than the rates formerly charged by private distributors—yet they are sufficiently high to pay for, operate and maintain the systems.

For instance, in the almost four years that Dickson, Tenn., has sold TVA current, consumption of electricity has more than doubled, and the number of appliances has jumped phenomenally. This city, it is said, in the last two fiscal years has cleared a net profit of more than \$9,000 annually from its electric system.

And in rural Lincoln County, Tenn., where TVA established test lines to determine the reaction of farm people to TVA current, the number of consumers has risen in three years from 450 to 870. Electric feed mills, brooders, milk coolers, pumps, are among the time savers becoming popular with the farmers in this county since TVA arrived.

In 1937, the *Tennessean* continues, 30,000 TVA customers spent a total of \$1,705,450 for appliances. Now, however, there are 150,000 customers in this territory receiving TVA power—five times as many as those who bought appliances in 1937. Based on these figures, it is estimated that \$8,409,000 will be spent during the next 12 months in this territory by TVA customers for appliances.

The *Tennessean* discusses also the work the TVA has done in flood control and land conservation, and its development of recreational centers and facilities, its endeavor to meet the needs of residents and workers in the Valley by launching a program of health work, education and social planning.

Of the 28 pages of this edition, 15 were appliance-advertising pages.

### Chicago Herald & Examiner Merges with Chicago American

The *Herald & Examiner*, Chicago morning unit of the vast Hearst empire, suspended publication late last month. The paper, published for more than 20 years as a morning newspaper, merged with the *Chicago Evening American*, and the new publication is known as the *Chicago Herald-American*, continuing as an afternoon paper with a Sunday edition.

Suspension of the *Herald & Examiner* leaves Chicago with only one major a.m. paper—the *Tribune*. *Herald & Examiner* circulation, according to ABC Publisher's Statement, averaged 324,370 daily and 946,742 Sunday. The paper's daily edition had been appearing in tabloid size since September 5, 1938, its Sunday edition continuing in the original standard size.



Merrill C. Meigs, v.-p. and publisher of *Herald-American*.

The *Chicago Herald-American* retains the corporate name of the old *H & E*—the Illinois Publishing and Printing Co. New officers are T. J. White, Hearst general management, president; Merrill C. Meigs, former *American* publisher, vice-president and publisher of the combined paper; J. A. Malloy, managing editor of the *American*, vice-president; and Earl D. Fulton, business manager of the *Chicago Herald* papers, secretary and treasurer.

About 700 employees are affected by the closing down of the *H & E*. Those who are not to be taken over by the *Herald-American* are to draw severance pay. When this column went to press, Hearst executives could not predict how many of the *H & E* employees would be retained by the new combination. The entire Sunday *Herald & Examiner* staff was taken over by the Sunday *Herald-American*.

Suspension came while officers of the American Newspaper Guild were negotiating with the Hearst management for settlement of the strike conducted by the Guild against the *H & E* and the *American* since last December. Guild leaders announce that the strike is continuing against the combined paper.

The *Herald & Examiner*, which itself contained what remained of 17 former *Chicago* newspapers, existed under that name since May 2, 1918, when Mr. Hearst bought the *Chicago Herald* and merged it with his *Chicago Examiner*, begun in 1902.

### 41 Papers Plan to Distribute New Vision Magazine

Publication Corp., New York, plans to launch *Vision*, a new Sunday magazine newspaper supplement, next January 21. The magazine would be distributed with some 50 newspapers, published in markets "not now covered by important existing Sunday supplements," said Jerome B. Fisher, advertising manager of *Vision*. The initial combined circulation would be about 2,000,000.

Forty-one of these newspapers, Mr.

SALES MANAGEMENT



Fisher told SM, already have agreed to participate. They range in circulation up to 100,000, and are published in cities of 50,000 to 250,000 population.

Plans will be completed at a meeting of the publishers in New York in October. Publication Corp., which also controls *This Week Magazine*, distributed by 24 larger newspapers, it was explained, has been actively at work on *Vision* for about a year.

Published in rotogravure, the editorial part of *Vision* will be about 60% pictures and 40% text. It will provide for the participating newspapers both a magazine and a rotogravure section.

Although *Vision* has the publishing experience and ability of *This Week* as a background, the two will be operated separately. Charles M. Kinsolving will edit *Vision*. Offices have been established at 420 Lexington Ave., New York; 360 North Michigan Ave., Chicago, and Chronicle Building, San Francisco. Mr. Fisher, formerly with Newspaper Groups, Inc., until recently has been engaged in the circulation development of *Vision*.

Initial circulation will be east of the Rockies. The markets chosen are "independent" trading centers, and are not good-sized "suburbs" of metropolitan cities. *Vision* also will "extend national Sunday supplement coverage into markets not heretofore available to advertisers in monotone and colorgrature." The dummy is sprightly. *Vision* intends to have "magazine get-up and newspaper go."

The advertising staff has just started out to see that *Vision* is included in 1940 schedules. The milline rate will be \$3.25 for monotone. Colorgrature page will be \$7,900 and monotone \$6,500. A half-page in full colorgrature is \$4,245.

Although separate from *This Week*, the relationship between the two will appear in several ways. The most obvious is that *Vision* will have the same paper, the same presses, the same reproduction. The page size also is the same—1,030 lines.

Newspapers now scheduled for the *Vision* set-up are published in 22 states, from Florida to North Dakota and from Texas to Maine, with combined circulation of about 1,800,000.

The list includes the Montgomery, Ala., *Advertiser*, Little Rock, Ark., *Gazette*, Jacksonville *Times-Union*, Miami *News*, Augusta *Chronicle*, Savannah *News*, Danville, Ill., *Commercial News*, Peoria *Journal-Transcript*, Rockford *Star*, Springfield *Illinois State Journal*, Terre Haute *Tribune & Star*, Topeka *Capital*, Lexington, Ky., *Herald-Leader*, Portland, Me., *Sunday Telegram*, Worcester *Sunday Telegram*, Grand Rapids *Herald*, Duluth *News-Tribune*, Elmira *Sunday Telegram*, Utica *Observer-Dispatch*, Charlotte *News*, Raleigh *News & Observer*, Winston-Salem *Journal-Sentinel*, Fargo *Forum*, Dayton *News*, Springfield, Ohio, *News-Sun*, Toledo *Times*, Youngstown *Vindicator & Telegram*, Tulsa *Tribune*, Erie *Dispatch-Herald*, Scranton *Scrantonian*, Charleston, S. C., *News & Courier*, Columbia *State*, Greenville *News*, Chattanooga *Times*, Knoxville *Journal*, Wichita Falls, Texas, *Times*, Norfolk *Virginian-Pilot*, Richmond *News-Leader*, Charleston, W. Va., *Mail*, Huntington, W. Va., *Herald-Advertiser*.

Of all the other Sunday newspapers in the 25,000-100,000 circulation group, Mr. Fisher said, only about 20 can be rated as "prospective" or "possible" *Vision* newspapers.

In this group are the South Bend *Tribune*, Tampa *Tribune*, Asheville *Citizen-Times*, Roanoke *Times*, Wichita *Eagle* and

**BETTER RUSH SOMETHING TO THE BOOTH PAPERS. OUR COMPETITORS ARE SWARMING ALL OVER THE PLACE!**



**THAT'S ALL TAKEN CARE OF. OUR NEW CAMPAIGN WENT OUT TODAY.**



In a recent 60-day period, Booth Michigan Newspapers received 178 new food schedules . . . a large percentage of them appearing for the first time. Leading food advertisers realize that the Booth Market is one of the most active food markets in

the country. The new Booth Dealer Service Plan makes every advertising dollar go farther and sell more. For further data, ask I. A. Klein, 50 E. 42nd Street, New York, or John E. Lutz, 435 N. Michigan Avenue, Chicago.

## BOOTH *Michigan* NEWSPAPERS

Grand Rapids Press  
Flint Journal  
Saginaw News

Bay City Times  
Jackson Citizen Patriot

Muskegon Chronicle  
Kalamazoo Gazette  
Ann Arbor News

## SEPTEMBER IS SUMMER

down by the Sea



Discerning people choose Indian summer as the prime time for a seaside sojourn at these friendly beachfront hotels. Beach life without mid-season crowds. Bathing from the hotels.

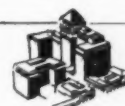
Chalfonte-Haddon Hall is a convenient, modern convention address. Special group rates.

★ Write for new color folder

LEEDS AND LIPPINCOTT COMPANY

## CHALFONTE-HADDON HALL

On the Boardwalk • ATLANTIC CITY



TORONTO  
MONTREAL  
WINNIPEG  
LONDON, Eng.

**GIBBONS KNOWS CANADA**

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA  
CALGARY  
EDMONTON  
VANCOUVER



## A Real SALES BUILDER for YOU.

Five years on last job as Eastern Sales Manager for national organization, breaking all their previous sales records! Hundreds of customers, contacts, friends on east coast and throughout U.S.A. Intimate coast-to-coast knowledge of men, methods, markets, manufacturers, jobbers, dealers — NOT by hearsay, but from contact on the ground.

Practical executive and leader with 20-year background and national reputation in sales and advertising management, sales promotion and training, writing and public speaking . . . you'll know his name when you hear it! Experience includes radio, loose-leaf, chain stores, beverages, general advertising agency accounts — wholesale and retail, manufacturing and mail order.

Dynamic six-footer; only forty; splendid organizer and merchandiser. Ready NOW to do profitable sales producing and business building job for YOU. Neither high-hat nor high-priced. I've known this man for years; glad to tell you all about him.

**Philip Salisbury, Gen. Mgr.,  
SALES MANAGEMENT**

Springfield, Mo., *News & Leader*. Also the Madison *Capital Times*, Macon *Telegraph & News*, Mobile *Press-Register*, Fort Wayne *News-Sentinel*, Syracuse *Post-Standard*, New Bedford *Times*, Lansing *State Journal*, Jackson *Clarion-Ledger*, Amarillo *Globe*, Austin *American-Statesman*, Beaumont *Enterprise*, Waco *Tribune-Herald*, Phoenix *Republic* and Hartford *Courant*.

## Machine Tool Magazines to Publish Special Issues

Magazines in the machine tool field will publish special issues late this month in spite of the fact that the National Machine Tool Builders Association on September 6 cancelled its scheduled convention and machinery show that was to have been held in Cleveland, O., October 4-13. This late cancellation greatly disturbed publishers with show issues already in the works. However, with considerable last-minute editorial changes and with hurried alterations of advertising copy already in type, the magazines *Iron Age*, *American Machinist*, *Machinery* and *Steel* will get out "machine tool issues" that will amount to conventions in print. The machine tool industry expects a large increase in business at once because of the European war—so large that the Association cancelled its October show feeling that its men will not have time to attend.

## Vive la Différence!"

We were reminded of America's old adage, "The West, where men are men, and women are glad of it," when we read the copy of a recent *Ladies' Home Journal* advertisement in the *New York Times*. (See cut.) Copy gave the more subtle French version, thus: "A speaker, so the story goes, was urgently proving a tax point before

the august Chamber of Deputies of France, 'Messieurs,' he remarked solemnly, 'do you not realize that women are little different from men?' Amazed, he saw the gallant Deputies leap to their feet, heard them thunder, 'Vive la différence!'"

Yes, so the story goes, and *LHJ* to make the matter clearer, states several of the differences between the sexes, as: "Women weep and men fight with their fists, and each has always baffled the other. Men will cheerfully spike a slimy worm on a



ferocious hook—and women will happily pick up a wet and wailing baby from which men have the instinct only to run. Women subconsciously like to cling and men consciously to command—and no one has yet suggested calling the whole thing off."

And it's just these differences between "him" and "her" that cause a magazine which carries such specialized subjects as "How to Rate a Second Date," "Beauty on Your Wedding Day," "The Art of Marriage," to go over so big with "her"—small wonder, says *LHJ*, that although "she" may leaf through many magazines, when it comes to "her own deep and abiding interests she seeks a magazine which recognizes her 'difference'—a magazine for women alone."

Figures for the statistics-minded male are given also: "That is why," concludes the copy, "the *Journal* has attracted 525,000 new buyers in the past four years—60% of them at newsstands—why today its circulation of more than 3,071,000 is the largest in its history."

And that is why, probably, both the August and September issues of *LHJ* were completely sold out—August newsstand sales were 915,000; and September's, 1,015,000 copies—meaning that these two issues had the largest circulation in the *Journal's* 52-year history.

## Media Notes

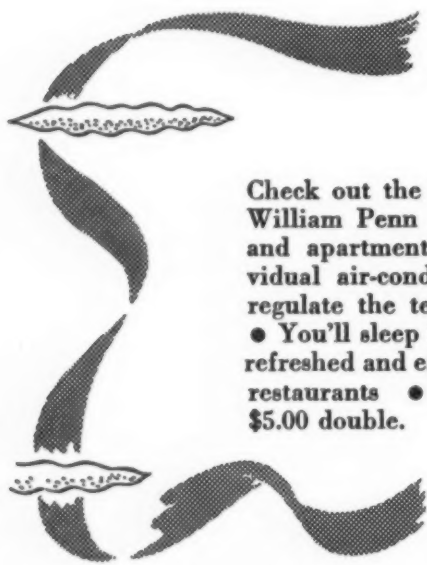
With a total of 10,935 advertising lines during August, 1939, Fawcett Women's Group registered a 73.8% gain over the 6,291 advertising lines had by the Group in the same month last year. This the eight consecutive month this year that the Group has shown a gain in advertising lineage over the same months of 1938. Fawcett Publications, Inc., celebrated its 20th anniversary on September 1.

Beginning Sunday, September 17, the Philadelphia *Inquirer* will inaugurate a Camden-South Jersey Section as a regular

(Continued on page 69)

**SALES MANAGEMENT**

## AIR - CONDITIONED ROOMS AND SUITES IN PITTSBURGH



Check out the heat . . . check in at the Hotel William Penn • More than a hundred rooms and apartments are now available with individual air-conditioning units, enabling you to regulate the temperature by a turn of a dial. • You'll sleep in comfort every night...awaken refreshed and eager for work • 4 air-conditioned restaurants • Room rates from \$3.50 single, \$5.00 double.

"First in Pittsburgh"

**HOTEL WILLIAM PENN**

GERALD P. O'NEILL, General Manager



## How Can We Lure Prospects into Stores to See Our Product?

(Continued from page 44)

who mailed to each of their customers and to farmers generally within a buying radius of their stores, one of a pair of work gloves, accompanied by a letter stating that the other glove was being held awaiting the opportunity to deliver it in person if the farmer would bring in the glove he received on or before a certain day. Half of the gloves mailed out were rights and half lefts, so that if any considerable number of the farmers did not come for the mate, the dealers would probably have matched pairs remaining, available for resale.

That plan was phenomenally successful, and it has been followed with modifications ever since. In fact, one prominent concern is now planning to use salt and pepper shakers on that same plan, mailing one with a letter stating that the other is being held for call.

### Spur Kitchen Equipment Sales

Manufacturers of kitchen and household equipment frequently make use of premiums to bring the prospects into their dealers' stores during special sales events. As in the case of the plow manufacturer, the offer apparently is that of the dealer.

One manufacturer of kitchen cabinets who offered a dinner set as a premium during a special sale, insured the presence of as many housewives as possible by having the dealers announce in their local papers that they would give an unusually fine measuring cup free to every housewife who would call during the designated week. There was no purchase required—it was free for the asking. Over 140,000 cups were given out on that single campaign, and sales were three times the usual volume. Moreover, before the clerk gave out a cup, he showed the recipient the entire line and, by adroit questioning, secured data on the equipment in an average of four other homes, all ideal information for follow-up work.

Manufacturers of electric ironers are among those who have successfully used premiums to bring prospects into their dealers' stores. One of them announced the gift of ladies' sport handkerchief; another, of a towel. All the visiting housewife had to do was to iron the handkerchief or the towel on the ironing machine and it became hers. In doing that she found

out how easily and successfully the machine could do, while she was sitting down, what it would have taken her much longer to do while on her feet. In these cases there was no premium offered in connection with the purchase of an ironer. Volume attendance of prospects was the goal.

Principles of premium use know practically no limits in their application. The use of premiums to bring prospects to the place of sale has even been successfully employed by a large real estate developing company.

A new subdivision had been opened up and five model homes erected. These were ready for inspection and sale, as well as building plots located between the houses. The location was some distance from the center of town, but in line of future growth.

### Premiums "Sell" Houses!

The developers announced widely in the local papers on Friday and Saturday that on the following Sunday they would present a handsome toilet kit, said to be worth several dollars at retail, to every married or engaged couple who would drive out to the subdivision and inspect the properties, no other obligation being imposed. As a result every one of the five model homes was sold that Sunday, as well as a number of lots. Careful card records were kept of all to whom a set was given, and they served as a most profitable follow-up list.

Manufacturers of children's wearing apparel frequently use the more inexpensive premiums through their dealers to induce mothers to bring their children to the stores when there is some special sale or when the new season's lines are being shown for the first time. Most of these premiums are small toys, balloons being in the great majority.

Premiums for attendance are widely used by the retailers themselves, as they know their sales-building power through having seen them function. Their use is generally confined to special sales, anniversaries, store openings.

As in the case of selecting other premiums, precaution should be taken not to duplicate in the gift any merchandise that is regularly sold in the store. Also to be avoided are premiums that are consumed in the using, as well as those that must be purchased for use with the product on sale. These are cardinal premium sins that all thoughtful premium users shun.

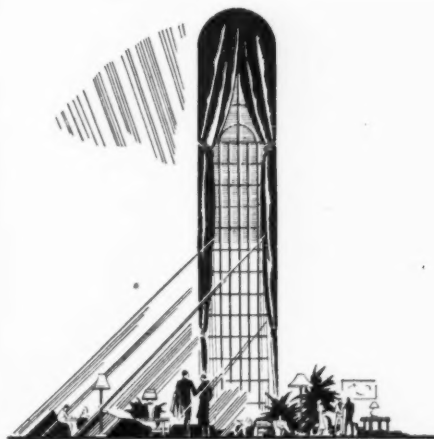
For the money involved, when supported by adequate local publicity, there is no way of bringing as many people to a store at a stated time, so resultful as the use of attendance premiums.

# Florida

- Open all year are five fine Collier Florida Hotels—leading East Coast, West Coast and interior hotels—catering to the business man—conveniently located for anyone making a trip around the state.

<b>Tampa</b> HOTEL TAMPA TERRACE HOTEL FLORIDAN
<b>West Palm Beach</b> HOTEL DIXIE COURT
<b>Lakeland</b> HOTEL LAKELAND TERRACE
<b>Everglades</b> EVERGLADES INN

**COLLIER FLORIDA COAST HOTELS**



## WANTED

*a better word for Service*

● We want a word for the hundred-and-one ways we Hotel Clevelanders try to make your stay more comfortable.

— For the genuine welcoming smile from managers, and the ways they prove that this entire Hotel is managed for you.

— For the profusion of flowers, the colorful lounges, the extra-crisp linen, the restful rooms, the atmosphere that we're glad you're here and we want you back.

Service is a weak word for these attentions. Come and experience them, then you'll know what we mean.

Rooms from \$3

**HOTEL CLEVELAND**  
*Cleveland*



# ADVERTISING AGENCIES

## Ad Quiz

Which way does a woman turn when she gets off a department store elevator—going up?

What advertisement was considered so important by *Reader's Digest* that it was printed almost word for word as editorial matter?

Those questions, and 14 others of similar nature, form the editorial material for the newest brain-child to come from the promotion department of Warwick & Legler, Inc., New York agency: An eight-page "Ad Quiz" booklet. Some 2,000 copies of the first issue, which appeared September 6, were sent to presidents, sales and advertising managers, newspaper and magazine editors, radio and outdoor advertising top men.

"Ad Quiz" will come out periodically, the agency reports, and each issue will pose 16 to 20 questions "concerning hot news and new developments" in the advertising and selling fields. Questions and answers will be devoted to agency technique (any agency), media, production, radio, copy, publicity, research and legislation concerning ad men—"Items known to specialists but not to the average man. . . . Technical enough to be informative, yet designed as a possible service to the non-technical advertising man." Says the foreword: "If you find it interesting, serviceable, it will have fulfilled its purpose."

Among the important bits of information that found their way into the first issue of "Ad Quiz" is the following:

"Q: What is the name of the new New York newspaper slated for Fall publication?"

"A: The name is 'P.M.'—which may be temporary, may be permanent. At least 'P.M.' appears on dummy shown to competent critics. Format, tabloid size, 16 pages, possibly roto. Policy: News boiled down to *Time*-style with colorful collateral data."

By the way of keeping readers interested in "Ad Quiz," and as an extra plug for the products the agency handles, Warwick & Legler is offering prizes, selected from the products of its clients, to anyone submitting a question and answer good enough to be used in the publication. Included in the prize list are: One gallon Sherwin-Williams paint, large family bottle of Sloan's Liniment, three jars of Nonspi cream deodorant, a quart of Seagram's 7 Crown, a fifth of Seagram's "Ancient Bottle" gin, two Hygrade Sylvania radio tubes, and others.

## AAAA Pacific Council Plans Convention

October 26-27 has been set as the date for the 1939 convention of the Pacific Council of the American Association of Advertising Agencies, meeting in Del Monte, Cal. As in the past, the first day

of the meeting will be closed, the second open to agency and media men and other guests.

In charge of convention plans is August J. Bruhn, McCann-Erickson, Los Angeles, chairman of the Council, who will be assisted by W. H. Horsley, Pacific National Advertising Agency, Seattle, vice-chairman, and Dan B. Miner, Dan B. Miner Co., Los Angeles, secretary-treasurer.

At approximately the same time as the meeting of the Pacific Coast Council, two other regional meetings of the Association will be held, one in Chicago for agency members in the central states and one in New York for the Eastern Seaboard Council.

## A. B. P. Issues Certificates of Agency Recognition

Associated Business Papers, Inc., New York, is this year issuing certificates of agency recognition to 409 leading advertising agencies in the country placing space in business publications, it was announced last week by the organization. This is the largest number of agencies ever to receive the A. B. P. recognition and includes 60

agencies not previously recognized.

The new agencies will receive, in addition to their certificates, frames for displaying the certificates. On last year's A. B. P. recognition list were 349 agencies.

## Agency Notes

Robert S. Smith and Wycliffe A. Hall have opened the Angelus Advertising Agency, Los Angeles.

J. Walter Thompson Co. took page space in the September issue of *Fortune* to tell about its work for Kellogg Co. Titled "New Habits for Old," the ad pointed out that Kellogg packaged cereals are "now being successfully sold in more than 75 different world markets . . . actively advertised in 35."

## People

Robert W. Tannehill has joined the radio department of McCann-Erickson, New York, to assist Stuart D. Ludlum, department head, in directing radio merchandising. He was formerly with Blackett-Sample-Hummert and H. W. Kastor & Sons.

Harold A. Bowman, secretary and director of art and production at Morgan Reichner & Co., New York, has been elected a vice-president of the agency.

Leo Burnett Co., Chicago, has added Fred R. Thornton to the staff of its art department. For the past three years a free lance art director, Mr. Thornton was formerly art director for Aubrey, Moore & Wallace, Chicago.

Cloyd H. Schleiger, former editor of *Apparel Arts*, and for many years active in the men's apparel field as fashion counselor, advertising manager and merchandiser, has joined the Cleveland office of McCann-Erickson as an account manager.

Batten, Barton, Durstine & Osborn has elected Samuel A. Harned, Frank J. Ma-



Last fortnight J. Walter Thompson's New York office presented a timely display of European poster art, designed primarily to depict the different poster techniques of various European countries yet carrying added significance in face of the present conflict. Only the British posters reflected the impending outbreak of hostilities, calling Britains to "full time jobs" in defense of the Empire. "Join the Royal Artillery . . . and enjoy interesting work with modern guns, search lights and equipment," read the British poster hung next to the balloon barrage call pictured here (center.) "Join the Royal Artillery where you do interesting and important work with the most modern equipment in the world," read another. . . . All seemed quiet on the German front as German posters hailed the "Strength through Joy" movement in striking lithographs. . . . Russian posters, obviously dated before the non-aggression pact, picture the Russian laborer out to crush the "dogs of fascism." The face of the vulture on the gallows is that of Trotsky. A translation of the text reads: "Halt, you fascist provokers of war! We shall gather the power of the international proletariat to demolish fascism."



honey and Kenneth W. Ellis vice-presidents of the company. Messrs. Harned and Mahoney are associated with the New York office of the agency; Mr. Ellis with the Minneapolis branch.

Thomas Erwin has resigned as account executive of Maxon, Inc., New York, to return to Lennen & Mitchell, same city, as director of copy. He fills the post left vacant by Bennett Bates who resigned as director of copy for Lennen & Mitchell to join the copy department of Lord & Thomas.



Thomas Erwin . . .  
back to Lennen &  
Mitchell.

Louis H. Frohman has resigned as executive vice-president of Wales Advertising Co., New York, to join H. B. LeQuatte, same city, in an executive capacity.

Young & Rubicam, New York, has made the following changes in its executive personnel: Charles L. Whittier, formerly vice-president and copy director, has become vice-president and chairman of the plans board; H. W. Ward, manager of the copy department for the past five years and also secretary of the agency, has been elected a vice-president to succeed Mr. Whittier as copy director; Robert D. Work, associate copy director, succeeds Mr. Ward as manager of the copy department; T. S. Repplier, associated with the agency since 1931, has been appointed an associate copy director; and T. S. Garrett, who was transferred from the agency's New York office last November, has been appointed copy chief of the Chicago office.

### Account Appointments

To: Charles Daniel Frey, Chicago, Coopers, Inc., manufacturers of Jockey underwear, to conduct a 1940 campaign in magazines, newspapers and trade papers . . . McCann-Erickson, Cleveland, Chesapeake & Ohio-Pere Marquette Railroads . . . Charles W. Hoyt, New York, W. A. Taylor & Co., to handle the advertising of John Jameson Irish whisky, Havana Club and Government House rum and Cusenier cordials.

To: Sherman K. Ellis, New York, Schering Corp., to handle the advertising of Saraka . . . Charles L. Rumrill, Rochester, Wilnot Castle Co. . . . Albert P. Hill, Pittsburgh, D. L. Clark Co., manufacturers of Clark bar and other confections . . . Buchanan & Co., New York, Allen B. Du Mont Laboratories, to handle the advertising of Du Mont television receivers, equipment and tubes.

To: Critchfield & Co., Chicago, Western Venetian Blind Co. . . . Raymond Levy Organization, New York, Circle Machinery Corp., manufacturers of air conditioning and dry cleaning equipment . . . Emil Brisacher & Staff, San Francisco, Nelson Packing Co. . . . Wesley Associates, Kallac String Instrument Co. . . . H. B. LeQuatte, New York, Raybestos division of Raybestos-Manhattan, Inc.

To: N. A. Winter Advertising Agency, Des Moines, American Pop Corn Co. . . . Badger & Browning & Hersey, New York, Tomlinson of High Point, manufacturers of furniture . . . H. B. LeQuatte, N. Y., American Academy of Dramatic Arts . . . Byrde, Richard & Pound, N. Y., Krasdale Foods.

## Media

(Continued from page 66)

supplement with its Sunday edition distributed through those two areas.

The latest advertisement of *True Story*, carried in advertising and sales papers appearing this week, analyzes the influence of the current war abroad on advertising in America. Copy points out that although the public's first reaction was intense interest and voracious appetite for even the most shocking details, later it surged "toward magazine literature of entertainment and escape and re-establishment of the worthwhileness of homely things . . . Will not (today) an editorial background of comfort and hope give an encouragement, more important than heretofore, to the advertiser's appeal for consumer action?"

Thus *True Story*, a World War baby, exhorts advertisers to "weigh carefully the editorial matter to which their copy is juxtaposed."

### Correction

Through a serious oversight this column, in the August 15 issue, omitted Buffalo's *Polish Everybody's Daily* from the list of papers left in that city when the Buffalo *Times* suspended publication on August 1. Corrected, the statement should read, Buffalo's remaining papers are the *Courier-Express*, morning, *News*, evening, and the *Polish Everybody's Daily*, evening. The latter paper, 32 years old, serves "Buflopole," greater in population than Omaha, Neb.

### Opens New Offices

G. R. Taylor & Co., Irvington, N. J. distributors of industrial and consumer motion pictures, have opened executive sales offices at 9 Rockefeller Plaza, N. Y. O. H. Sutter has been appointed executive sales manager, and will be located in these new quarters. He was formerly in the newspaper, magazine, and radio advertising fields.

**TURN THE SPOTLIGHT OF YOUR SALES ACTIVITY ON THE SOUTH-WEST!**

**AMERICA'S FASTEST GROWING MARKET!**

**MANUFACTURERS!**  
for  
Aggressive and productive sales representation of your line in the Nation's "White Spot" of business—Phone, write, or wire today . . .

**To THE MEYER-MCGINNESS CO.**  
Manufacturer's Agents  
5301 REIGER AVENUE  
DALLAS TEXAS  
"Your Contact with the Great Southwest"

**ADVERTISING Playing Cards**

MANUFACTURED EXCLUSIVELY FOR ADVERTISERS BY

PLAYING CARDS HELP REDUCE YOUR RECEPTION ROOM PAYROLL

**BROWNE & BIGELOW**  
*Remembrance Advertising*  
SAINT PAUL, MINNESOTA

**Supreme In Chicago**  
*World's Tallest Hotel*

OFFERS  
*You Everything*

LEONARD HICKS  
Managing Director

**MORRISON HOTEL**  
IN CHICAGO

# SALES LETTER ROUND TABLE

[If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send in a Copy to This Department. It May Win.]

## A Lesson on Advice-Giving Sans the Usual "Preachiness"

Nobody realizes more vividly than the sales manager what disastrous effects over-indulgence in those pleasant avocations usually lumped under "wine, woman and song" can have on the efforts of his sales staff. On the other hand, the sales manager knows only too well the equally bad results of getting himself a reputation among his salesmen as a "preacher" or "puritan" . . . or the risks he runs in scolding men who have not offended. To Howard F. Baer, president of the A. S. Aloe Co., goes the Round Table's first prize this month, for his tactful, common-sense approach to this delicate subject:

### "COMMUNICATION TO ALL SALESMEN:

(From an old blue-nosed Puritan.)

"I'd like to say a word about liquor.

"If you don't touch a drop, throw this in the waste basket and don't bother to read it. But if you do (and most of you do), bear with me for a moment.

"Liquor is a good thing, I think. Prohibition was one of the most unnatural, monstrous artificialities ever perpetrated on this country. Its repeal was a victory not only for freedom, but for graceful living, for congeniality, for warm friendship, and for good health.

"But the dangers that go along with liquor are many and severe; and those of you who don't realize them are plain dam-fools.

"Moderation in drinking is not only desirable but essential if a salesman is to retain his ability, his health, his sense of values and his grip and enthusiasm for life. All this, you will say, is story book stuff and you know it. Maybe you do, but the plain and unpleasant fact is that drinking is on the increase in all sales forces and I'm very much afraid ours is not an exception.

"Now, no one likes a drink better than I do, but I have a few rules—not difficult, I think—that perhaps you may feel worth thinking about.

"I believe that the man who drinks alone (except under doctor's orders, and there are never any such orders) is almost done. I think he is well on the way to becoming an old-fashioned drunkard.

"I believe that a man who takes a drink because he feels blue or discouraged with his sales, is a coward and an escapist. If he drinks to forget the bad results of the day, he will continue to do so and his results will continue to be bad. It's one thing (and sometimes quite proper) to take a drink with friends after a hard, tense

day's work in order to relax and let up; but quite another to drink to forget unpleasant things behind or ahead. Reality has to be faced, and liquor is a mental relaxer, not a character builder or stimulator.

"To go into a customer's office under the slightest influence of liquor, or with any evidence of it on your breath or appearance, is a crime not only against your company but against your own manhood. Many physicians and hospital people are dead against it in any form, and even those who use and like it don't consider that it has any part in business.

"Occasionally liquor has to be used in entertaining prospects or customers, but the man who enjoys the liquor more than the prospect does, is usually too ready to entertain and usually ends badly.

"Liquor is expensive and almost always is bad for the budget.

"From a physical standpoint some people can stand it, and others can't. Isn't it a good idea to find out from a competent medical man whether your liver and kidneys take it easily and readily . . . ?

"Liquor to some people is a habit-forming drug. Others take it or not, and never think of it months on end.

"If, after a bad night (and there's no real harm in that, either), you want one early in the morning, you can put it down in the books you're on your way to getting the habit.

"That's all—but I urge you to think it over!"

## How Higher Prices Can Be the Salesman's Sharpest Tool

A rise in the prices of the products he sells is liable at first announcement to sound to the salesman like the voice of doom. Charlie Foster, of Southern States Iron Roofing Co., circumvents any such attack of melancholia among the company's sales agents with this sensible letter, which points out the ways in which mounting prices can give momentum to sales.

"Dear Sales Agent:

"YOU GET 10 DAYS PRICE PROTECTION!

"There's going to be an advance in prices.

"We can't help it—and you can't help it. There's absolutely nothing that can be done about it—because the steel mills have raised the price of steel roofing sheets, making it necessary for us to raise our prices, too.

"But as long as we are forced to go up . . . we are going to stick with you and make it just as easy for you as possible. We will protect you against this advance until July 31—giving you the opportunity

to get in all of the orders you have already quoted on.

"I'm enclosing a catalog with the new, freight paid prices. Take it with you and call on all of your prospects. Show them the new prices—and tell them they can get their roofing at the old, low price—by placing their orders now.

"You can give any new prospects the advantage of this protection, too.

"But, be sure all orders reach us not later than July 31. After that time, they can be filled only at the new prices.

"I'm mighty glad to be able to do this for you and your customers. It will save money for them—and will help you make extra money in commissions. But you must be quick."

## "Your Very Own Problem" Bait Lures Prospect Aplenty

M. Demarest, of Celluloid Corp., prods prospects into making inquiries with a letter which appears highly personalized, yet is adaptable to almost every type of possible user of the company's products:

"You make fishing rods . . . don't hide their light under a bushel . . . Give them eye appeal and streamlining with matched sets of Celluloid plastic reel seats and rod collars in deep, warm glowing colors . . .

"And there is more in them than meets the eye . . . they're as practical as Grandma . . . for

They stiffen the action.

They will not rust, chip, or corrode.

They are strong (toughest non-metallic substance known).

They are light in weight (specific gravity one-half that of aluminum).

"Color sells everything from sneakers to World's Fairs . . . Why not fishing rods? . . . Your specifications are our guides . . . The enclosed post paid envelope is for your convenience in writing for quotations."

## Round Table Winners for July

HOWARD F. BAER  
President  
A. S. Aloe Co.  
St. Louis, Mo.

RENE PEPIN  
Marketing Director  
Household Magazine  
New York

H. K. WRIGHT  
Barnett & Ramel Optical Co., Inc.  
Kansas City, Mo.



## A. B. C. circulation GAINS on all 4 quality Vincent Edwards magazines!

3 of them are now the largest in their respective fields; the 4th is on its way to the top, and is read by important executives!

This circulation leadership brings you the largest audience in these important fields and the Vincent Edwards editorial policy of FACTS and IDEAS for MANAGEMENT, assures page-by-page, cover-to-cover reading!

Because advertising is placed next to related editorial matter, ads are read and produce more direct benefits!

	Total Net Paid June 30, 1939 A.B.C. Report	Total Net Paid As of September 1939	Total Distribution As of September 1939
Furniture Manufacturer	2,283	2,369	3,162
Furniture Record	4,914	5,339	5,840
Hotel Bulletin	10,168	10,708	11,480
Retail Ledger	4,402	5,072	6,015

WRITE TODAY for merchandising data in any of these major fields!

# VINCENT EDWARDS & CO.

PUBLISHERS OF TRADE MAGAZINES AND SYNDICATED SERVICES

342 MADISON AVENUE

NEW YORK CITY



# WANTED

A Sales Representative of Unusually High Calibre to Sell Creative Carton and Label Packaging . . . . .

● A large and progressive Eastern Manufacturer of fine labels and folding cartons offers a RARE opportunity to one or possibly two high grade salesmen with qualifications and experience far above average. Production and personnel have been developed to a high degree of perfection and efficiency. Quality ranks with finest the industry produces. Applicant must be of exceptionally high calibre . . . a man of commanding appearance and personality, one accustomed to deal on an equal footing with major executives and buyers in the food field. A permanent position, with ample remuneration to a man with ability to produce. Our organization has been informed. Inquiries held in strictest confidence. Address Box 668, Sales Management, 420 Lexington Ave., New York.

**Keweenaw**  
ALL ROOMS  
AIR-CONDITIONED  
**Hotel Keweenaw** St. Louis  
NEARBY PARKING AND GARAGES

**PHOTOSTATS**  
**COMMERCE PHOTO-PRINT CORPORATION**  
1 WALL STREET  
233 Broadway 56 Pine St.  
80 Maiden Lane 33 W. 42nd St.  
Dlgb 4-9135-6-7-8

*Superlative Living*  
Enjoy your visit in sparkling surroundings at Chicago's very newest hotel. Centrally located.  
Allan G. Hurst, Manager  
**CHICAGO'S HOTEL KNICKERBOCKER**

Add reprints of

**Marketing Pictographs to**  
your selling kit. Write Sales Management for prices.

## SALES CONTESTS

**Planning and Merchandising**  
Sample copy of our Merchandise Prize Catalog, and brochure, "Information on Sales Contest Operation," furnished to sales and advertising executives without charge.

**SALES CONTESTS, INC.**  
Talbot Realty Bldg., Dayton, Ohio



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.**

## Sales and Net Profits Upped by Store Modernization

Manufacturers selling store fronts and fixtures have a new sales aid laid in their laps by *Jewelers' Circular-Keystone* which has finished an editorial survey proving that modernization raised the average net profit of 25 jewelry stores from 2.6% in the "good" year 1937 to 7.1% in the "hard" year 1938.

The magazine got exact operating figures from 25 stores in various parts of the country—stores whose annual sales ranged from \$11,000 to \$45,000. Before modernization at the end of 1937 the volume of the 25 stores averaged \$21,050 per store, cost of sales \$11,745, and overhead expenses \$8,756, leaving a net profit of \$547. After modernization (for the year 1938) store sales averaged \$28,628, cost of sales rose to \$14,428 (but the percentage dropped from 55.8% to 50.4%), overhead expenses rose to \$12,166 (but the percentage remained almost stationary), and net profit rose to \$2,032.

The magazine concludes that an average modernization investment of \$1,650 will produce a sales increase of \$75,780 and \$14,852 in net profits during ten years—when it will be time to modernize again. For a copy write P. M. Fahrendorf, *Jewelers' Circular-Keystone*, 239 West 39 St., New York, N. Y.

## Idea-to-Window Service for Display Advertisers

"Spending your display dollar effectively is an old problem. Parts have been paid out for research, have gone here for design, there for production and elsewhere for installation . . . Now for the first time your window display job can be assigned as a whole to one complete service . . ."

With this introduction, Dennison Manufacturing Co. and the Window Display Syndicate, Inc., launch an impressive study entitled "Your Goods and the Public Eye," describing the coordinating processes available to national advertisers through this combination of production and installation services. Research, to determine the display plan and its size; creative advertising brains, to design the sales-creating display; production facilities, covering any and all types of display materials and processes; and professional installation checked by inspection and detailed report to advertiser—these are the four services described, with excellent illustrations of display installations, in the book. Requests to J. J. Ford, Dennison Mfg. Co., Framingham, Mass.

## New Light on Wichita Market

Claiming radio coverage of 70% of the Effective Buying Income of Kansas and 20% of that of Oklahoma as its daytime market, Station KFH of Wichita has prepared a pictorial and statistical study entitled simply "KFH, Wichita, Kansas." It presents a complete story of income, from its principal sources, and, with trading and wholesale area map and a broad breakdown of retail sales by classifications, possesses definite sales department value. Area has 24,025 retail stores, and ranks high in comparative buying power in the nation. Requests to Clark Luther, Station KFH, Wichita, Kans.

## Recent Important Market Studies Now Available

"Is Business Proud of Its Ignorance?"—reprinting a talk before the Sales Executives Club of Chicago by Bernard Lichtenberg. States the problem of public relations in terms of the sales manager's relation to the public and to his own organization. Challenging. Requests to Bernard Lichtenberg, Institute of Public Relations, Inc., 420 Lexington Ave., New York, N. Y.

"The Parlour Psychologist"—one of the fascinating promotion booklets tricked out for parlor game use. How to analyze your wife, your friends, and if you can take it, to be analyzed in turn yourself. Distributed rather widely, but if you missed it, write Bernard Barnes, *Ladies' Home Journal*, Philadelphia, Pa.

"Circulation Data" and "Route List of Grocery Stores and Delicatessens" are two recent market studies dealing with Newark (N. J.) and its metropolitan market. Comparative circulation data for Newark and New York City newspapers are given. Each book of value to executives operating in this, the 11th market of the country. Requests to Thomas D. Kenney, Newark News, Newark, N. J.

"More Information for Employes Regarding Their Company"—the methods used by 160 companies to inform employes concerning the company and its problems, including interim reports, letters to employes, the employe magazine, posters, meetings (not including the annual report to employes, covered in another bulletin). Outlines integrated employe information programs of Paraffine Companies, Inc., B & O Railroad, Pullman Co., and others, and lists house organs and other printed services for entire 160 companies reporting. Requests to Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York, N. Y.

"Sixth Annual Crowell-Collier Automobile Survey"—In 50 cities, paralleling the national auto market, Crossley interviewers queried 3,033 purchasers of 20 makes of 1939 cars. The published replies, in percentage and bargraph form, fill 74 pages of an impressive flexible-bound book, and reveal the current trends as to why purchasers bought, and did not buy, the streamlined wares of 1939. Also, what they think of finance charges, of dealer and repair service; what advertising influenced their decisions; and a score of other pertinent facts. Of interest primarily to the motor field, this is one of the outstanding magazine research jobs of the year. Inquiries to Malcolm Smith, Crowell-Collier Publishing Co., 250 Park Ave., New York, N. Y.

**SALES MANAGEMENT**

## PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

### ADVERTISING AGENCIES

Sell your product through agents, mail order. Resultful classified and display advertising planned, prepared and placed in all out of town newspapers, magazines at publishers' rates. Advertisements written free. Snappy layout sketch your inch advertisement \$1. Martin Advertising Agency, 171H Madison Ave., New York, N. Y.

### EXECUTIVES WANTED

**SALARIED POSITIONS. \$2,500 to \$25,000.** This thoroughly organized advertising service of 29 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

**TO THE MAN OF EXPERIENCE. \$2,400 yearly** and up, seeking a new connection, but who wishes to protect, beyond question, his identity and present position, this service, established 1927, offers a plan especially geared to present day conditions. Of equal pertinence is our alternate plan for the man, now unemployed, who wants to locate the quickest market for his services. Send name and address only for particulars. J. T. Jennings, P. O. Box 161, Taylor Place, Short Beach, Connecticut.

**EXECUTIVE POSITIONS**—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. If your qualifications can meet exacting requirements, your name and address will bring details. The Executive Bureau, 700 Plymouth Building, Minneapolis, Minnesota.

### FILM PROJECTORS FOR SALE

**16mm SOUND-ON-FILM PROJECTORS**  
Six Victor Model 24B, Two Bell & Howell Model 120J. Accessories and spares. Excellent condition and appearance. Priced for quick sale — individual units or entire lot. For details write Box 674, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### LINES WANTED

#### FLORIDA

— is the opportunity State NOW!

If your product or service is of merit requiring first-class experienced sales representation in Florida, salary and commission basis, write

Walter Lockhart, 70 Pine St., N. Y. City  
(Hdqs. Miami. Res. Coral Gables.)

Wide awake selling organization desires a substantial product for Detroit and Eastern Michigan. Have had established office in Detroit for years. We are manufacturers' representative. Well and favorably known. Miller & Watson, 2335 West McNichols Road, Detroit, Michigan.

**SUCCESSFUL SALES MANAGER WITH LARGE** following looking for distributorship for Milwaukee territory. Write Box 672, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

**THE FOLLOWING SALESMEN AND/OR** sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

### LINES WANTED (Continued)

Ag-46: Territory: Philadelphia trading area and N. J. from Trenton south, hdqrs., Philadelphia. Wants worthy products for beauty shops.

Ag-47: Territory: Tex., La., hdqrs., Houston. Wants such lines as low-price electrical appliances, novelties, decorated metalware, artware, selling either through jobber or direct to drug-variety-department chain stores.

Ag-48: Territory: Oakland, Cal., and territory within 150-mile radius of that city, hdqrs., same city. Wants repeat lines to grocery trade and those selling to florists, nurseries.

Ag-49: Territory: National, or New York metropolitan area, hdqrs., New York. Established marketing company wants automotive products selling to jobbers; also industrial products.

Ag-50: Territory: Wisconsin, hdqrs., Milwaukee. Wants building specialties which work in conjunction with an ornamental, miscellaneous, and structural steel shop.

Ag-51: Territory: Fla., or S. E. states. Wants building materials selling to jobbers and contractors.

Ag-52: Territory: Cal., hdqrs., Glendale. Wants lines selling to packaging trade, particularly containers with re-use appeal to consumers.

Ag-53: Territory: New England, hdqrs., Hartford. Wants additional products or services selling to industrial.

Ag-54: Territory: Fla., hdqrs., Miami. Wants Products and merchandise of merit adaptable to tropic and semi-tropic state.

Ag-55: Territory: Southwestern O., hdqrs., Dayton. Wants meritorious advertising and sales promotional materials.

Ag-56: Territory: Metropolitan New York, hdqrs., that city. Wants specialty of merit in any field, building maintenance supplies preferred.

Ag-57: Territory: Costa Rica, hdqrs., Orotina, C. R. Wants advertising specialties, premium items, etc.

Ag-58: Territory: Metropolitan New York, hdqrs., Brooklyn. Wants product selling to grocery and drug trade through wagon jobbing system.

Ag-59: Territory: N. E. states, hdqrs., Milton, Mass. Wants lines selling to large industrials and tool and machinery makers.

Ag-60: Territory: Metropolitan N. Y., hdqrs., New York City. Wants industrial product.

Ag-61: Territory: Pacific N. W., hdqrs., Salem, Ore. Wants any meritorious product.

Ag-62: Territory: Metropolitan New York, hdqrs., New York City. Wants houseware and hardware items selling to syndicate chains and wholesalers.

Ag-63: Territory: Ia., Minn., Wis., Ill., hdqrs., Sycamore, Ill., Mo. Wants products selling wholesale hardware, automotive and mill supply houses.

Ag-64: Territory: N. C., S. C., Va., hdqrs., Richmond. Wants hardware specialty lines selling to general stores, hardware and repair shops.

Ag-65: Territory: St. Louis, Mo., hdqrs., that city. Wants lumber and building materials.

Ag-66: Territory: Cal., Ariz., Nev., hdqrs., Los Angeles. Wants industrial lines.

Ag-67: Territory: Detroit and Eastern Mich. Wants any meritorious product.

Ag-68: Territory: N. J., Eastern Pa., Dela. Wants products selling to engineers, architects, contractors, and industrials.

### POSITIONS WANTED

Changing a \$225,000 loss to a profit thru selective marketing of a highly competitive product in a declining price market is my recent accomplishment. Now coordinating manufacturing and sales of \$8,000,000 volume. Desire position as Executive Asst. to Pres. or sales executive on planning, management or field supervision of sales. Address Box 673, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

#### POSITION WANTED

**HIGH TYPE SALES EXECUTIVE OR REPRESENTATIVE.** Unusual well balanced background of business and sales experience. Thorough knowledge of merchandising. Excellent record selling, also directing sales organizations selling chain, department stores, jobbers, etc., throughout U. S. Consider position as executive or representative for good line, or mfrs. agency arrangement. Convenient locate anywhere. Box 667, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

### POSITIONS WANTED (Continued)

**SALES MANAGERS:** Energetic young college man, 24, wants tough selling job. Keen student of marketing and salesmanship at New York University. Ready to sweat in school of hard knocks. Anybody knocking? Box 669, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

Surely some company needs a fighter. I know the Deep South, the sales and marketing land of opportunity. Am a marketer geared with a National background. Willing locate Miami or Florida West Coast. Services available October 1st. Box 670, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

### REPRESENTATION WANTED

**THE FOLLOWING MANUFACTURERS HAVE** filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-18: Product: Paint & varnish selling to hardware, lumber & auto accessory accounts. Territory open: N. M., western Tex., Idaho, Nev., western Cal.

Mf-21: Product: Coffee brewers. Territory open: S. E. states, including Atlanta, Ga., Nebr., Ia., Minneapolis, St. Paul.

Mf-22: Product: Grocery specialties. Territory open: Most states north of Ohio and east of the Mississippi.

Mf-23: Product: Artware selling to department stores, etc., faience tile, to building contractors. Territory open: National.

Mf-24: Product: Building maintenance supplies; pipe joint compound for industrial use. Territory open: National.

Mf-25: Product: Electric motors and machine tool drives. Territory open: New England and eastern trading centers.

Mf-26: Product: Industrial floors; waterproofing. Territory open: National and Canada.

Mf-28: Product: Industrial lubricants and other quality products. Repeat business. Territory open: National and Canada.

Mf-29: Product: House organ selling to milk dealers or dairies for use by driver-salesmen. Territory open: National.

Mf-30: Product: Wholesale and retail drug item. Territory open: National and Canada.

Mf-31: Product: Auto and furniture polishes. Territory open: National.

Mf-32: Product: Sanitary napkins, selling through chain drug, department and syndicate stores. Territory open: New England, Southwest, South, Midwest.

Mf-33: Product: Automobile body solder and spray gun solder. Territory open: Those centered by Detroit, Cleveland, Chicago, Indianapolis, St. Louis, Kansas City, Denver, Los Angeles, San Francisco, and Seattle.

Mf-34: Product: Lingerie selling to retail and specialty shops. Territory open: Ind., O., Mich., N. Y., excluding New York City, New England.

Mf-35: Product: Animated displays and Ice cream replicas sold to ice cream and dairy mfrs. Territory open: East of Mississippi, for one salesman or possibly divided N. & S. between two.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-37: Product: Patented dress hanger. Territory open: National.

Mf-38: Product: Metal turning lathe. Territory open: National.



# C O M M E N T

BY RAY BILL



**T**HE WAR FACTOR: The European war affects the functioning of every sales executive. For some, it presently means a "good night," as, for instance, those selling ocean cruises for vacation purposes. For others it means a seller's market practically over-night.

Despite uncertainties and obscurities, sales executives must carry on realistically. So what? Well, for better or for worse, we submit the following ideas gleaned from executives operating in a diversity of fields.

**FIRST:** The war is essentially bullish in its effect on American business. There are exceptions, of course, but for business as a whole, war is bullish because it always, without fail, decreases or eliminates unemployment, creates shortages of many kinds, boosts prices, increases the extent and variety of speculation, increases profits, pushes wages further up and leads to freer spending.

**SECOND:** War means progressive inflation regardless of all attempts to stop it. Hence, money put into things of almost any kind fares better than money kept in cash. This fact alone steps up rapidly and in large degree the volume of buying and selling, even of luxuries.

**THIRD:** The war assures a seller's market in many lines. If it is here or comes soon in your particular line, be careful not to abuse it. By this is meant the mistake of selling your available goods to too limited a number of customers who want to buy heavily to hedge against further rises in prices. Play fair with all your trade, the little fellows as well as the big. If certain buyers have been beating your prices down, make them now pay a fair price. Use a seller's market to eliminate discriminatory selling.

**FOURTH:** War can and should mean the end of profitless selling. In other words, sales executives can forthwith forget all about the big orders just for volume's sake. They can safely take advantage of a seller's market to make a fair profit on *everything* that they sell. But don't shoot for too much profit. Decent profit-making will not hinder the expansion of business or bring on government regulation; but profiteering will do both.

**FIFTH:** Don't worry if you can't govern prices very far ahead. In other words, don't fix them further ahead than you can within reason be sure of your own costs.

**SIXTH:** After the first flurry of price rises, attributable chiefly to speculators, hoarders and those seeking to save cost on future supply purchases, the price structure will settle back to a basis more soundly in line with current

demand and supply. But increased activity, arising largely out of the war, will of itself steadily boost prices as will also progressive inflation.

**SEVENTH:** The war may be short or it may be long. It seems safer to count on its being long.

**EIGHTH:** The chances favor repeal of the present Neutrality Law. Pressure from farm groups as well as labor and business groups, let alone from anti-Hitlerites, seems pretty certain of carrying the day. Failure to trade with belligerents may also present two not wholly pleasant features, one, the swift development of Canada as a major industrial nation (and hence competitor of the future), and, two, getting caught pretty much with our pants down if subsequent events put us actively in the war.

**NINTH:** Capital is coming out of hiding. The only inducement it has ever needed was a chance to make a profit. Now that opportunity is in sight.

**TENTH:** Prices in many lines were unsoundly low.

**ELEVENTH:** Profits are on the up-and-up. Governmental speeches against profiteering should not be construed as a government crusade against reasonable profits. The Democrats want prosperity as a background for the elections of 1940. Moreover, if we should get in the war, we must have prosperous industry in order to finance it.

**TWELFTH:** Periods of rising prices bring some hardships, also some new problems. But periods of rising prices do more for the rich and poor alike, more for the employed and unemployed than do periods when prices decline.

**THIRTEENTH:** The United States is already in a boom of major consequence, perhaps the greatest ever.

**FOURTEENTH:** Sales executives can best contribute to widespread prosperity and to the individual success of their respective companies, through scrupulously avoiding profiteering, and through carrying on their sales and advertising programs with increased vigor and fuel. No greater mistake could be made than to coast on a seller's market, because, after all, it takes enterprising selling to keep goods moving at higher and more profitable price levels—and it takes full steam all along the line to develop the volume of activity which assures sustained prosperity for you as well as the other fellow. So in your sales and advertising plans, think in terms not of today, but of tomorrow. Invest a goodly part of your "war profits" in creating future peace profits in America.





# ARE YOUR SALESMEN HAUNTED BY MURDERED SALES?

## HELP THEM GET RID OF THE WIM-WAMS . . .

Time and again your salesmen bring orders into being, only to have them killed by someone they *can't get to see*. It may be some inaccessible executive who knifes the orders. Again it's some hard-to-reach man in the plant or the office whose opinion carries weight. No

matter who kills the sales . . . it is costly for you, and a constant mental hazard for your salesmen.

You can help to reduce the mortality rate of sales. Cultivate all of the people who influence purchases in your markets. Get your story to the men your salesmen *can't reach*. Talk to them in terms of their own self-interest; through the business papers that talk their language.

## USE THIS A-B-P GHOST-GETTER

The crimes committed by the "unreachables" who kill sales because they don't know your story are, like most crimes, due to faulty education. A.B.P. publications, edited for the "unreachables," as well as for the men your salesmen *can see*, provide an economical means of cultivating *all* of the buying powers in virtually every field you sell.

A.B.P. publications are invited to the desks and homes of the men who have "arrived" . . . to the shops, offices

and homes of those who want to get ahead. These men pay subscription cash to obtain the counsel of editors in whom they have confidence.

Your advertising in the A.B.P. publications that reach the men your salesmen can't see will help to banish the ghosts of murdered sales.



## The ASSOCIATED BUSINESS PAPERS, Inc.

Highest editorial standards  
and publishing integrity



369 LEXINGTON AVENUE, NEW YORK

◀ LOOK FOR THE TWO HALL-MARKS OF KNOWN VALUE ▶



Proved reader interest in  
terms of paid circulation

# From the

# TOWER

## Despite censors

ONCE again Europe seethes in the frenzy of war. *Drang nach Osten* has become a grim reality whose visible signs are bloody battles and the smoking patches of ruin left by air raiders. From the ambush of the seas death strikes at defenseless ships. The gas mask has become as essential a part of civilian life as clothing.

Behind the lines of armed conflict propaganda bureaus wage their war of lies and counter-lies. Target for the greatest drumfire of misinformation is America. That is why the Chicago Tribune is sparing no expense or effort to keep its readers informed of every happening that menaces their interests. On the battle fronts and in the news centers behind them, the far-flung Tribune foreign news staff is on constant watch to keep readers in daily contact with each new development. Skilled in sifting fact from rumor and propaganda, aggressive and resourceful, these American-trained observers will see to it that Tribune readers get the truth.

## 90,000 people sang "Sweet Adeline"

"Sweet Adeline" and other well-loved folk classics were sung by the 90,000 persons who on the evening of August 19, gathered in Chicago's Soldiers' Field for the tenth annual Chicagoland Music Festival, presented by Chicago Tribune Charities, Inc.

The Chicagoland festival is the greatest mass music assembly held anywhere. Its 1939 program included such varied items as: The mass playing of 2,000 accordions, classical numbers by a 100-piece symphony orchestra, a baton twirling exhibition by 200 young drum majors, Handel's "Hallelujah Chorus" sung by a choir of 5,000, an old square dance by 1,500 dancers and, as finale, a superb fireworks display.

Mature genius is honored and striving talent encouraged by the Chicagoland festival. The outstanding personalities on its recent program were the beloved Carrie Jacobs Bond, and Marjorie Farrage, twenty-year-old soprano who, one week earlier, had



The match-lighting ceremony at the tenth annual Chicagoland Music Festival, during which the only light in the vast stadium came from flickering matches held by more than 90,000 spectators. A cast of more than 8,000, drawn from 23 states and Canada, played, danced and sang.



Sigrid Schultz, Berlin



David Darrah, London



Edmond Taylor, Paris



Alex Small, Warsaw



Donald Day, Riga



E. R. Noderer, Rome



Sam Brower, Madrid



M. M. Corpening, Roving

In war-torn Europe, Chicago Tribune correspondents keep ceaseless vigil in their search for the facts of every important happening.

(See col. 1)

won the title of "Miss Britain" at a vocal contest in London. As guest of the Chicago Tribune she flew across the Atlantic for the most impressive debut ever made by an unknown singer—an appearance before 90,000 friendly listeners.

Every Chicagoland Music Festival held since the first was launched in 1930 has been a sell-out—the aggregate attendance is more than 900,000. The overwhelming success of this and other events sponsored by the Chicago Tribune is a demonstration of the responsiveness of readers to the Tribune as a newspaper. This responsiveness—the outcome of ninety-two years of unflagging service to its community—is one of the factors which have made the Tribune Chicago's most widely read newspaper and its most productive advertising medium.

## ULTRA-MODERN HOME FOR TRUCK FLEET

Newest project in the continuous program of improvement of the Chicago Tribune is

the circulation department's ultra-modern garage of which the cornerstone was laid on August 21.

A brick structure, 400 feet long by 79 feet wide, the new garage will include such comfort and safety devices as: an electric-eye automatic door opener, overhead projection heaters, a house phone and loud speaker system, and a specially designed ventilating system for keeping the building free from carbon monoxide fumes.

In addition to ample housing facilities for the Tribune fleet of more than 70 trucks, the new garage will also contain: a gas station, a modern brake testing machine, a machine shop, tire storage and repair shops, a washing booth and a specially constructed room for spray painting.

## When grammar goes haywire

Public service, as practiced by the Chicago Tribune Public Service Offices, means just that in all its inclusiveness. Take, for example, their willingness, and ability, to straighten out the grammatical snarls so frequently referred to them by baffled stenographers.

Answering "Grammar Calls" is only one of the amazingly diversified list of aids rendered by the Tribune Public Service Offices. Some idea of their volume may be found in the fact that last year a total of 1,411,061 items of service were performed for the public.

## THE FRIENDLY APPROACH



You can sell more to women when you present your story to them through the medium which has won their friendly regard. When you advertise in the Tribune you address Chicago's largest constant audience of women in the most favorable circumstances for selling. Chicago retailers, on the basis of results, place more of their expenditure for women-appeal advertising in the Tribune than in all other Chicago newspapers combined.

A year's campaign of twenty-six 50-line strips in color in the comics section of the Chicago Sunday Tribune costs less per family reached than a three-cent stamp. (Actual cost—2.865c per family.)